



2010/2011

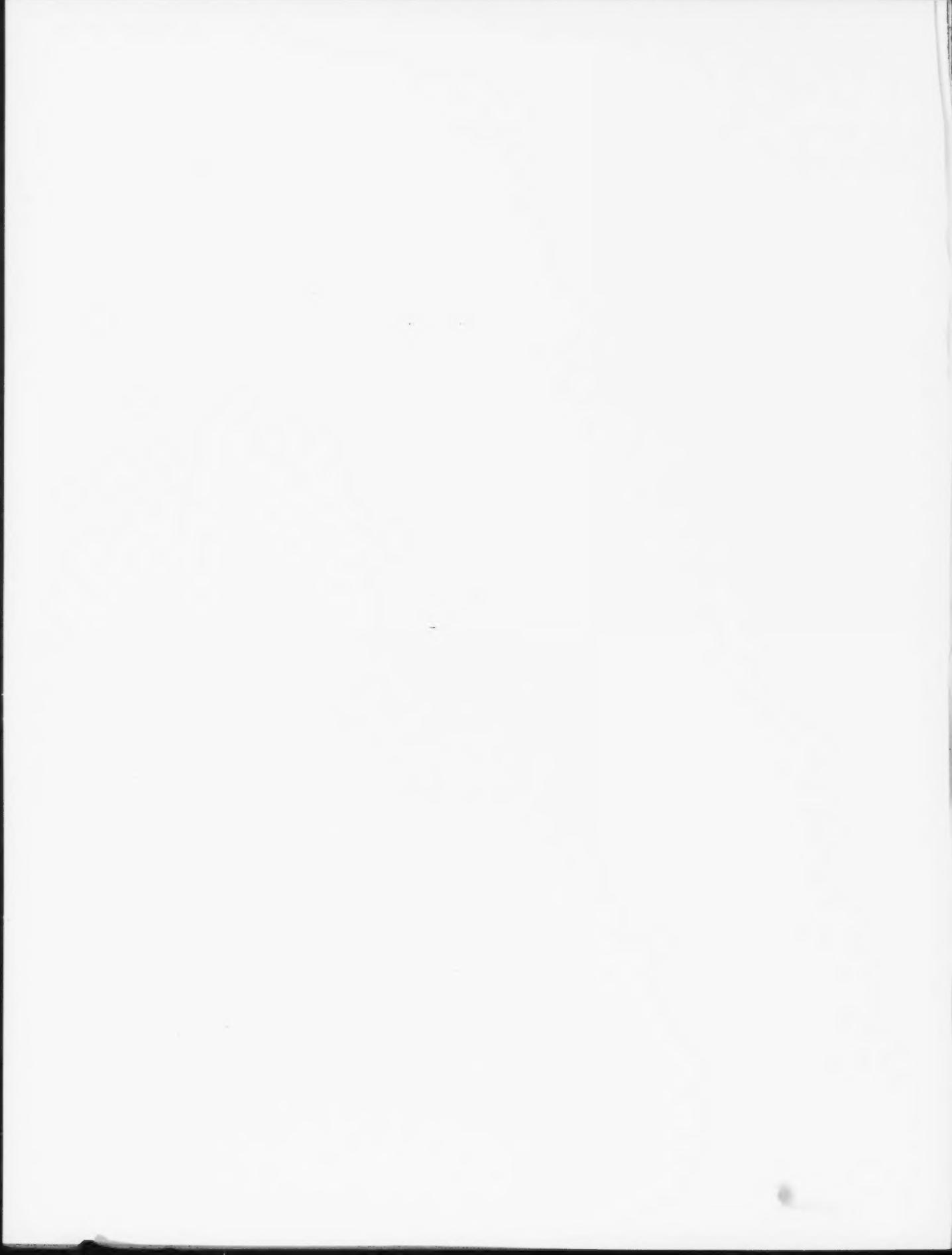
Annual Report



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Letter of Transmittal

The Honourable Don McMorris
Minister of Health
Room 302, Legislative Building
2405 Legislative Drive,
Regina, Saskatchewan S4S 0B3

Dear Minister McMorris:

On behalf of the Regina Qu'Appelle Regional Health Authority, I am pleased to provide you and the people of Saskatchewan with our 2010-11 annual report. This report contains the audited financial statements and outlines activities and accomplishments of the region for the year ending March 31, 2011.

We are working towards delivering Regina Qu'Appelle Health Region's strategic priorities: the client experience; contributing to healthy communities; a healthy workplace and a healthy business.

The Regina Qu'Appelle Health Region has had many successes during the fiscal year which have improved the client experience. We are leading the province in the application of Releasing Time to Care; we have a total of 17 Lean initiatives underway; we have significantly reduced our wait for surgeries via our third-party service contracts; and we have delivered capital infrastructure projects, such as the newly renovated and expanded Emergency Department at Pasqua Hospital and the opening of the Rawlco Centre for Mother Baby Care at Regina General Hospital. This is a small sampling of the success achieved by the region during the year, due in no small part to the dedication and commitment of employees of the Regina Qu'Appelle Health Region.

Respectfully submitted,



Lloyd Boutilier
Chairperson
Regina Qu'Appelle Regional Health Authority

Introduction

The Regina Qu'Appelle Health Region (RQHR) 2010-11 Annual Report presents the Regina Qu'Appelle Regional Health Authority's (RQRHA's) activities and achievements for the fiscal year ending March 31, 2011.

It reports on the public commitments we have made and on other key accomplishments of the RQRHA.

Results are provided on the publicly committed strategies, actions and performance measures identified in our Strategic Plan. This report also demonstrates the progress we have made on RQRHA commitments.

The 2010-11 annual report provides an opportunity to assess the accomplishments, results and lessons learned, and identifies how we can build on past successes for the benefit of the people living in the RQHR.

Alignment with Strategic Direction

The Strategic Framework

At the Regina Qu'Appelle Health Region (RQHR), we are dedicated to turning our Vision of *healthy people, families and communities* into a reality for our clients, our staff and our community.

Our Strategic Plan drives our priorities and actions for the next three years and builds on the strong foundation we have already laid to become the health care provider we have envisioned in our Vision and our Mission.

To achieve our goals, we will focus even more closely on improving the health care experiences of all those who use our services; we will work harder to build a quality workplace where staff members live the RQHR values and feel optimistic about the future; and we will build a health care system where accountability, stewardship and sustainability become "the way we do things around here." Through the strength of our people, our partnerships and the promotion of shared accountability for individual and community well-being, we will achieve success.

To take us towards our vision of the future, the region has developed four Strategic Priorities that form the basis of our new Strategic Plan and four aspiration statements that describe what success looks like.

These four priority areas and aspiration statements (see pages 7 and 8) are entirely consistent with and supportive of the strategic and operational directions for the health sector in Saskatchewan and, together, form the building blocks of our future success.

Vision

Healthy people, families and communities.

Mission

RQHR is a provincial and community provider of a full range of safe, quality health services, education and research that inspires public confidence. We achieve success in meeting the diverse health needs of our communities through the strength of our people, partnerships and personal responsibility for health.

Values

Together we succeed through...

Compassion: Our caring approach to people, families and communities.

Respect: Honesty, trust and valuing diversity, as well as similarity, will guide all relationships, decisions and actions.

Alignment with Strategic Direction

Collaboration: Relationships built upon a shared vision, open communication, involvement and genuine recognition of people's and partners' contributions.

Knowledge: Continuous improvement and effective decision-making based on the pursuit of knowledge, evidence, standards of practice and sound ethics.

Stewardship: Accountability for the people and resources entrusted to us, and the courage to do what is right.

People Philosophy

People are our passion. By putting people first we are able to achieve our Mission and fulfill our Vision through a service environment built on mutual respect, collaboration and teamwork. RQHR is working towards practicing our People Philosophy consistently and striving to live our Values in our everyday work life.

Leadership Philosophy

Leadership is about choice...

Leadership is about people...

Leadership is choosing "people are our passion."

Leadership is a key foundation of a successful organization and is the core of our culture.

Everyone in our organization can be a leader. The substance of leadership comes from the leader's values, self-awareness, dedication to ongoing learning, courage, vision... and the ability to demonstrate with action rather than just words.

Leadership is about people... working together to envision, and achieve, a preferred future. It is the ability to inspire, nurture, and mentor others toward a common vision through shared values that are based on relationships and respect.

Leadership within the RQHR may be demonstrated in three ways ... personal leadership, team leadership and formal leadership.

Alignment with Strategic Direction

Living Our Values

To be truly meaningful, the RQHR's values must be reflected every day in the behaviours of those who work for and with the region.

RQHR's *Living Our Values* initiative incorporates the organization's values into the standard of conduct expected of our employees. RQHR has published a booklet – given to every employee – as a tool to help achieve our Vision by enhancing quality experiences for employees and all those who interact with our health care delivery system.

Client Service Commitment¹

"We will provide safe, quality, respectful service in a welcoming environment."

We will achieve our commitment through...

A welcoming approach:

- Being considerate, respectful and courteous at all times.
- Listening to truly understand what is important.

Working together:

- Working in partnership to ensure service is coordinated, communicated and understood.
- Sharing timely, accurate and relevant information with clients and the service team to make the best decisions regarding service options.

Quality service:

- Providing service in a timely, skilled and safe manner appropriate to client needs.

Continuous learning:

- Inviting clients to share their service experience in order to guide our learning and enhance our practice.

¹ Client may refer to clients, patients, residents and their immediate support systems (those important to them) or an internal client within the organization, such as another department.

Alignment with Strategic Direction

Patient Safety Commitment

Patients First... Safety Always!

"We strive to deliver safe care to all patients, all the time. Our commitment guides us continuously to improve the safety of the care we provide."

We will achieve our safety commitment through the following successes...

Patients...

- Know they are safe, and trust our services.
- Are fully informed and understand their treatments.
- Fully participate in the care process and make decisions on health care options.
- Feel they are heard and respected.

Employees and physicians...

- Feel confident and supported to engage in conversations on patient safety.
- Freely express safety concerns.
- Champion safety practices across the region.
- Model safety in their conduct and strive for continuous improvement.

In our organization...

- A safe environment for patients and employees recognizes that communication and teamwork are essential to creating a safety culture across the organization.
- Patient safety is achieved through continuous improvement and a fair and trusting culture.
- Quality and safety are measured and results are transparent and public.
- A safety policy framework encourages open disclosure of adverse events.

Note: For more information on our successes see *Progress in 2010-11* beginning on page 34.

Alignment with Strategic Direction

What is the Regional Operating Plan?

RQHR's Operating Plan is the map that leads us to achieving our Vision, and our preferred future as a health care organization.

The Operating Plan lays out the steps the RQHR is taking to achieve our four Strategic Priorities.

There are 13 objectives that support the Strategic Priorities. The region has consciously selected these objectives to focus our efforts and resources. They are propelling the organization forward on our journey to becoming the health care provider we have envisioned in our Mission. To achieve each of the objectives, there are specific program initiatives that are being undertaken by various areas of the region.

As each year passes, the objectives may change as program initiatives are completed and goals are achieved. But what remains constant are our values and our commitment to service, safety and a quality workplace.

The four Strategic Priorities and the 13 objectives that support them in the Regional Operating Plan are:

Strategic Priority: Client Experience

Our priority is to always provide our clients with the best possible health care experience. We are committed to delivering exceptional care and service that is consistent with both best practice and client expectations.

Objectives

1. Putting the client first;
2. Improving client safety; and
3. Reducing waits for services.

Alignment with Strategic Direction

Strategic Priority: Contributing to Healthy Communities

Our priority is to facilitate improved health outcomes for our population through the provision of strong leadership and collaborative partnerships.

Objectives

1. Building partnerships to positively impact community wellness;
2. Leading health promotion and prevention initiatives;
3. Reducing disparities in health status; and
4. Offering holistic service delivery, supporting traditional ways of healing and engaging the voice of the community.

Strategic Priority: Healthy Workplace

Our priority is to be a workplace where individuals work together respectfully and take pride in contributing to the positive client experience and achieving the organization's goals.

Objectives

1. Establishing workplace readiness so people succeed;
2. Building a healthy organization that supports safety for all and quality client care;
3. Aligning workplace diversity with our community; and
4. Advancing knowledge, teaching and research.

Strategic Priority: Healthy Business

Our priority is to manage our shared health care resources in an accountable and transparent manner that ensures the future provision of appropriate services.

Objectives

1. Ensuring responsible resource management and stewardship; and
2. Strengthening public accountability and transparency.

Alignment with Strategic Direction

Future Outlook and Emerging Issues

Guiding Regina Qu'Appelle Health Region (RQHR) towards the future is its Strategic Plan, made up of four Strategic Priorities: client experience, contributing to healthy communities, healthy workplace and healthy business. These priorities closely align with the Saskatchewan Ministry of Health's Five Pillars of Healthcare.²

Helping to bring these priorities to the RQHR's front lines are program initiatives, measures and targets outlined in the Regional Operating Plan and in the region's accountability agreement with the Ministry of Health.

Efficiency reviews and the adoption of best practices, such as Lean³ methodology – a patient-centred approach to health care which reduces waste and builds strong and reliable processes – are helping the region free up resources. A total of 17 Lean initiatives, focused on improving patient safety, access to services and care as well as the patient care experience, were underway in RQHR during the year. The Health Quality Council's Accelerating Excellence is empowering front-line staff to eliminate wasteful activities and free up time for bedside care through the widespread rollout of Releasing Time to Care (RTC)⁴. The program is now being used on 10 medical/surgical units, two in-patient mental health units and one rural site, the Southeast Integrated Care Centre – Moosomin. RQHR is leading the province in its application of RTC. We are collaborating with the Health Quality Council to further enhance the clinical practice redesign work in the region. Through this partnership, we will hire a second clinical practice redesign specialist who will work with physicians to redesign the way in which patients are referred by their primary care physicians to surgeons for follow-up care.

The Saskatchewan Surgical Initiative⁵, which includes standardized safety checklists in operating rooms and contracting of third-party surgical care to increase the province's surgical capacity, sets out goals which the region and province are striving to achieve. RQHR is also participating with all other Saskatchewan health regions, the Saskatchewan Cancer Agency and the Saskatchewan Association of Health Organizations (SAHO), on the province's first shared services initiative⁶,

2 The Ministry of Health's Strategic Operational Directions – Five Pillars of Healthcare consist of five goals: health of the individual; health of the population; providers; sustainability; and supportive processes. For more details, go to www.health.gov.sk.ca/strategic-operational-directions-2010-11 on the ministry's website (www.health.gov.sk.ca).

3 "Lean" is a patient-centred approach that focuses on reducing system waste as it engages and empowers staff and physicians to build high quality and safe processes.

4 Releasing Time to Care (RTC) is a program which provides front-line staff members with the tools and guidance needed to create efficiencies in their day-to-day activities, giving them time for more direct patient care. The goals are to improve the quality of care, enhance safety standards, and improve productivity. RTC was developed for England's National Health Services (NHS) Institute for Innovation and Improvement. RTC is part of a new approach to health care called Accelerating Excellence, which takes the lessons learned by high-performing health organizations and applies them to Saskatchewan. It was developed by the province's Health Quality Council and is supported by the province.

5 The province launched the four-year Saskatchewan Surgical Initiative in April 2010 to reduce wait times for patients and improve surgical processes. It was created as a result of recommendations of the 2009 *Patient First Review*. The initiatives' goals are to ensure that, by 2014, no surgical patient in Saskatchewan waits more than three months for surgery. More information is available at www.health.gov.sk.ca/saskatchewan-surgical-initiative.

6 The Shared Services Project is part of Saskatchewan's move to a more patient-centred health system. The commissioner of the Patient First Review recommended shared services as a way to achieve greater value for Saskatchewan patients and taxpayers. The shared services approach seeks to achieve both the customer service orientation of a decentralized administrative model and the effectiveness and efficiency of a centralized model. Shared services are not new to the Saskatchewan health sector. Health regions, their affiliates, and the SCA have been sharing payroll, benefits, purchasing, and some human resource and workplace health and safety functions for a number of years through the Saskatchewan Association of Health Organizations (SAHO), or on a collaborative basis. The Shared Services Project is under the direction of the Council of CEOs. It is funded in part by the Ministry of Health, which has established strategic and operational directions for the project, and by significant in-kind contributions from regional health authorities, the Saskatchewan Cancer Agency, and SAHO.

Alignment with Strategic Direction

with an initial responsibility for supply chain management (tendering, procurement, storing, distribution and payment) to find cost savings while continuing to provide quality services and supplies.

The region is well positioned to support and achieve its goals in the areas of client experience, healthy communities and healthy business. While headway is being made toward establishing a healthy workplace, the region continues to face challenges in the areas of workplace injuries and staff illness. Improvements are being realized through injury-reduction initiatives; however, RQHR recognizes it will take time to establish a stronger safety culture and improve attendance practices.

To enable the public to follow our progress in achieving our Strategic Priorities, we have made this information available on our website.⁷ The interactive document clearly shows the links between RQHR's 13 strategic goals and the organization's progress toward their delivery.

Moving forward, RQHR's key challenge will be in meeting high expectations for improved access to services while balancing competing needs and desires within existing resources. Expectations and targets for surgeries, diagnostics and access to services are rising; the cost of acquiring the latest technology is climbing; the region's population is growing older and placing more demands on the health care system; RQHR's infrastructure and equipment is aging and will need replacing; and the region will face a personnel and leadership deficit shortly, as a significant portion of our workforce is due to retire.

At the same time, there is a governmental desire to reduce the exponential cost increases of health care and for the region to become even more accountable in the use of its resources. Stronger accountability undertakings can be expected at all levels.

Efficiency reviews that are underway and the adoption of best practices will help the region achieve these fiscal goals in the long term. They will, however, take time to yield results. The region will work closely with the Health Ministry and other stakeholders, and will communicate with the public and elected officials to ensure that our successes are shared and the limitations on our capacity are understood.

⁷ RQHR's progress is posted on its website [www.rqhealth.ca]: click on The Inside Story, followed by Performance Results (Dashboard).

Region Overview

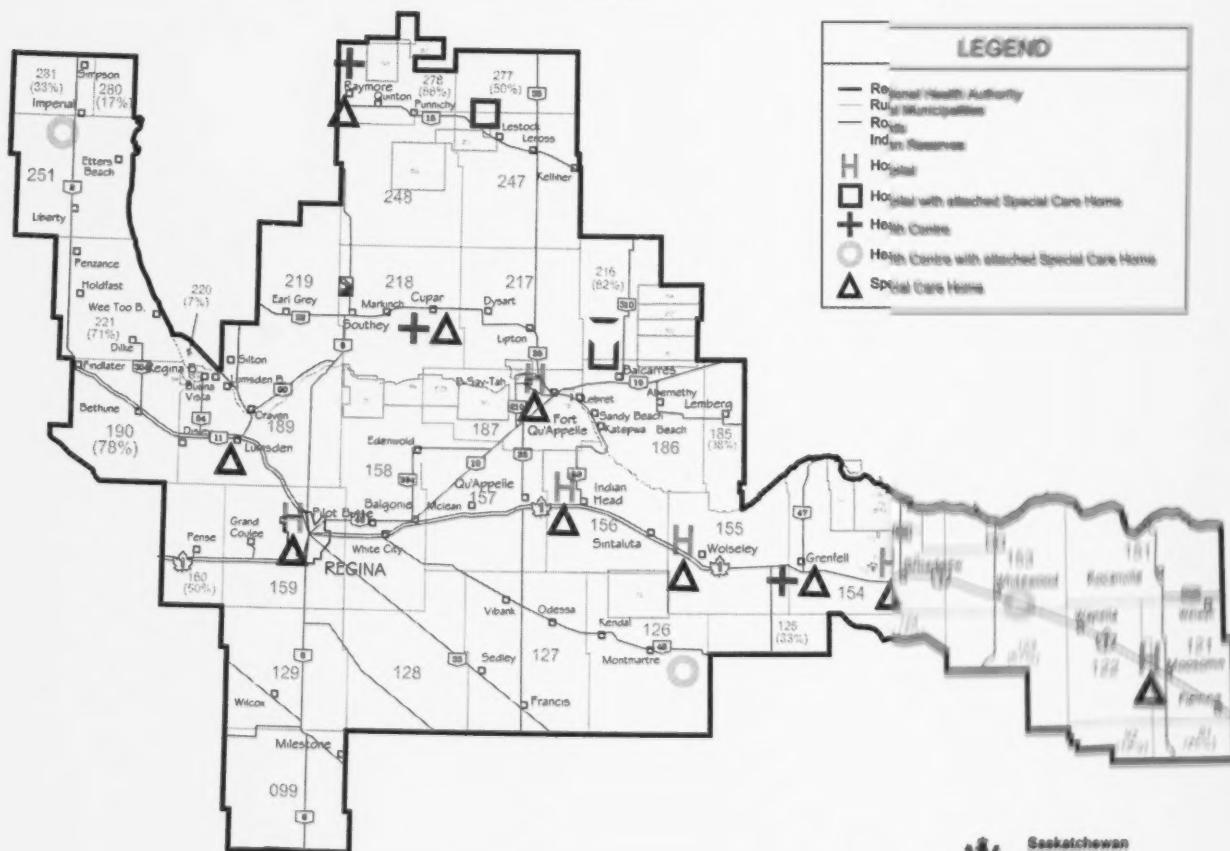
Service delivery

The Regina Qu'Appelle Health Region (RQHR) is the major health care referral centre for southern Saskatchewan and serves approximately half a million people. The region encompasses Regina, Saskatchewan's capital city, as well as many towns, hamlets, rural municipalities and 17 First Nations communities.

The region, which covers a geographic area of approximately 26,663 square kilometres, provides health care services through two tertiary care hospitals in Regina and four other acute care facilities in Moosomin, Indian Head, Wolseley and Broadview, a rehabilitation centre, primary health care centres, independent physician offices and a number of community care sites. Acute care is also provided through the All Nations' Healing Hospital in Fort Qu'Appelle, which is an affiliate of the region.

Regina Qu'Appelle Regional Health Authority

Region
(2000 Population 251,807)



Source: Health Information Solutions Centre, Ministry of Health, Saskatchewan



**Saskatchewan
Ministry of
Health**

Region Overview

Governance

The *Regional Health Services Act* establishes the Regina Qu'Appelle Regional Health Authority (RQRHA) as the governing body of the Regina Qu'Appelle Health Region (RQHR). In February 2009, Health Minister Don McMorris announced the appointment of board members for the province's 12 regional health authorities (RHAs). The following individuals were appointed to the RQRHA for a three-year term, ending February 2012.

Lloyd Boutilier (Chairperson)

Jacqueline Carter (Vice Chairperson)

Brian Barber

Colleen Bryant

Lots Dixon

Loretta Ellord

Marie Everett

*Brad Hunter**

Sean Quinlan

Gary Semenchuk

Peter Woldyla

* Brad Hunter resigned his appointment on Nov. 15, 2010.

For biographical and contact information regarding the members of the RQRHA, visit our website at www.rqhealth.ca.

Senior Management Team

The Regina Qu'Appelle Health Region is administered by the Senior Management Team. The team experienced no major organizational changes in 2010-11.

The team is made up of:

Dwight Nelson

President & Chief Executive Officer

Diane Larrivee

Vice President, Specialty Care

Dr. Joy Dobson

Senior Medical Officer

& Vice President, Medical Services

Val Hunko

Vice President, Rural,

Restorative & Continuing Care

Dr. Chris Vuksic

Senior Medical Officer

& Vice President, Medical Services

Sue Neville

Vice President, Clinical Support

Mike Higgins

Vice President, Human Resources & Communications

Interim Vice President

& Chief Financial Officer, Financial Services

Michael Redenbach

Vice President, Primary Health Care

Carol Klassen

Vice President, Knowledge & Technology Services

Randy Stephanson**

Vice President

& Chief Financial Officer, Financial Services

** Randy Stephanson retired Dec. 3, 2010. Mike Higgins is serving as Interim Vice President & Chief Financial Officer, Financial Services.

Region Overview

Regina Qu'Appelle Health Region Organizational Structure

See Appendix A, page 82

Practitioner Advisory Committee

Dr. B. Abdulla	Dr. C. Glesinger	Dr. J. Kuzmiec	Dr. T. Ross
Dr. W. Adams	Val Hunke	Diane Larribee	Dr. E. Yukile
Dr. T. Diener	<i>Cheryl Isled (non-voting)</i>	Sue Neville	Dr. G. White
Dr. J. Dobson	Dr. D. Kopriva	Michael Redenbach	

Medical Staff Association

Dr. D. Kopriva (President)	Dr. M. Cherry	Dr. J. Kuzmiec
Dr. T. Ross (Vice President)	Dr. E. Crouse	Dr. D. Warden
Dr. R. Kraus (Secretary/Treasurer)	Dr. G. Garbe	Dr. G. Sridhar (Past-President)

Note: Positions held are as of March 31, 2011.

Physicians

Approximately 580 physicians have privileges in the Regina Qu'Appelle Health Region. About 25 physicians are employed by the region.

Employees

The region and its affiliates provide approximately 8,250 full-time positions and employ more than 10,800 people in full-time, part-time and casual work.

RQHR Staff (full-time equivalents)	2010-2011
Support staff	3220.01
Nursing	2464.20
Professional	762.81
Technical	480.39
Out-of-scope/Non-union	335.32
Physician employees	26.04
Total	7206.57

Affiliate Staff (full-time equivalents)	2010-2011
Support staff	760.20
Nursing	144.16
Out-of-scope	34.73
Other professionals	22.76
Total	961.85

Region Overview

Governance and Transparency

The mandate of the Regina Qu'Appelle Health Region (RQHR) is to provide quality, accessible health services that meet the needs of our residents and people in southern Saskatchewan who rely on us for specialized services.

The RQHR is charged with two main areas of responsibility. The first is to assess the health care needs of the people we serve, prepare annual budget plans, deliver quality services and evaluate the services we provide. The second is to provide specialized health care for approximately half a million residents in southern Saskatchewan through the two designated provincial hospitals in Regina.

Regina Qu'Appelle Regional Health Authority

Pursuant to The Regional Health Services Act, the Regina Qu'Appelle Regional Health Authority (RQRHA) is ultimately accountable to the minister of health to achieve the provincial and regional goals and objectives for health services.

Within this mandate, the authority has set the overall direction for the organization and defined a strategic framework, which specifies the Vision, Mission and Values of the organization. The authority assumes its role and responsibilities within the context of a governance policy framework of decision making and accountability and the powers of authority prescribed to it in The Regional Health Services Act.

The governance framework is driven by five fundamental components that facilitate board performance effectiveness. They include leadership, strategic direction, roles, processes and policies, and authority relationships and development. In fulfilling its responsibilities, the authority has established one standing committee called Committee of the Whole. The purpose of the Committee of the Whole is to provide an opportunity for all board members to be involved in presentations, discussions and decisions on strategic matters.

Region Overview

The committee functions in an advisory capacity to the RQRHA by recommending policy and advice on matters under its purview. The board may, from time to time, establish special or ad hoc committees that will assist the board in carrying out specific functions.

Subject to the powers and duties of the board, the committee will plan, review, monitor and evaluate strategic issues related to the region's four Strategic Priorities, as follows:

- Client experience;
- Contributing to healthy communities;
- Healthy workplace; and
- Healthy business.

The Committee of the Whole meets eight times a year and at the call of the committee chairperson in exceptional situations. In addition, the authority has established a single Community Advisory Network to ensure that the authority receives input and advice from local citizens.

To support the authority in fulfilling its responsibilities, members participate in a variety of other activities including (but not limited to) volunteer appreciation events, employee and physician long service and retirement functions, the Provincial Governance Committee, the Saskatchewan Association of Health Organizations' board of directors, the Practitioner Liaison Council, the Leadership Council and the Moosomin & District Health Foundation.

Board members report to their colleagues at regular monthly board meetings regarding their participation in these activities/committees. Authority members must travel extensively to attend meetings that are held throughout the region.

Region Overview

RQRHA Accountabilities

Governance:	Client Experience:	Contributing to Healthy Communities:	Healthy Workplace:	Healthy Business:
<ul style="list-style-type: none">• CEO & liaison & evaluation• Board/ Development• Education• Board policy• Development/ Review• Strategic accountability• Accreditation	<ul style="list-style-type: none">• Quality care• Patient safety• Practitioner affairs	<ul style="list-style-type: none">• Community Advisory Network• Public relations• Partnerships	<ul style="list-style-type: none">• Human resources	<ul style="list-style-type: none">• Finance• Audit• Capital & facilities

Establishing a trustworthy and accountable organization

The RQRHA believes that an integral part of its accountability to the public involves being transparent and trustworthy. The authority has taken several steps in this regard; for example:

- Authority business meetings are held in public, and are convened both in Regina and in rural areas of the region.
- The region's website (www.rqhealth.ca) includes notices of meetings, agendas and minutes, as well as the contact information of all authority members.
- Authority meetings are advertised in the *Leader-Post* and community newspapers. Media advisories are sent to all regional media informing them of authority meetings.
- Information regarding activities of the authority is regularly distributed through the region's internal and external newsletters.
- An interface with communities and the public has been established through its Community Advisory Network that provides advice and input directly to the authority.
- The payee lists are made public. The two lists show total payments made to employees through the payroll system and the total amounts paid to vendors through the accounts payable system.

Community Advisory Networks

In December 2001, the Government of Saskatchewan's *Action Plan for Saskatchewan Health Care* called for the formation of community advisory networks (CANs) in regional health authorities throughout the province. In August 2002, the passing of *The Regional Health Services Act* not only brought 12 health regions into existence, but it also gave them the formal mandate to establish CANs.

Region Overview

The goal was to ensure that health authorities would benefit from the advice and input of local citizens when setting priorities and direction for health services. The importance of maintaining effective links with community leaders was seen as a priority for CANs.

The RQRHA's CAN provides a forum for community leaders who work collaboratively at a strategic level to provide a credible voice to the community and to inform and influence the vision and strategic direction of RQHR.

During 2010-11, the authority formally met with the CAN membership on two occasions. The meeting discussions focused on:

1. Providing feedback to the authority on topics such as how the region's measures support Our Map to the Future, the 2010-13 RQHR Strategic Plan; and
2. Planning for the 2011-12 authority's community consultations.

The CAN will continue into the future and will serve as a major element of the community advisory process. The authority also uses an informal community consultation structure that takes advantage of existing intersectoral relationships already in place. Board and administration representatives have welcomed the opportunity to visit with municipal councils and other community leaders across the region to discuss health care concerns and issues. This approach will continue in the future as the authority enhances its open and transparent relationship with all its partners. All formal and informal means of consulting with the public are beneficial for the strategic direction of the authority. Plans for the future include focused consultations in communities throughout the region.

Region Overview

A Continuum of Care: A Diverse Range of Services

As a tertiary care centre, the Regina Qu'Appelle Health Region (RQHR) provides specialized health care services to people living in southern Saskatchewan and beyond. The RQHR is one of the most integrated health services delivery agencies in the country. We offer a full range of hospital, rehabilitation, community and public health, long term care and home care services. These integrated services are offered in the areas of community services, acute care and rehabilitation.

Community Services

Community-delivered services are a vital component of an integrated health care system.

Community services, in conjunction with acute care and rehabilitation services, provide a complete health care program for residents of the RQHR. These services include:

- Mental Health and Addictions Services
- Long Term Care Services
- Emergency Medical Services
- Native Health Services
- Population and Public Health Services
- HealthLine
- Home Care Services
- Palliative Care.

The RQHR has community health centres that provide outreach, health promotion and education services throughout the region. These centres include:

- Al Ritchie Health Action Centre (Regina)
- Cupar Health Centre
- Fort Qu'Appelle Community Health Services Centre
- Four Directions Community Health Centre (Regina)
- Grenfell Health Centre
- Long Lake Valley Integrated Facility (Imperial)
- Montmartre Health Centre
- Raymore Community Health and Social Centre (affiliate)
- Southeby Health Action Centre
- Whitewood Community Health Centre.

Region Overview

Immunization Services

The region's Population and Public Health Services (PPHS) provides immunization for children and adults. Infants and children in the health region receive publicly funded routine childhood immunizations according to the Saskatchewan schedule for immunization.

PPHS encourages parents to have their children's immunizations up-to-date by age two through health education, web-based immunization reminders, reminder letters and phone calls to parents whose children's vaccinations are past due. In the past three years, the number of children whose immunizations are current by age two has risen to 74 per cent from just over 67 per cent (see *Progress in 2010-11*, page 43).

Free immunizations are offered to all children at clinics and schools throughout the health region. In 2010-11, public health nurses administered more than 43,000 preschool vaccinations and nearly 15,000 vaccinations in schools.

Influenza vaccine is available without charge yearly to persons 65 years of age and older and to those determined to be at high risk for complications of influenza. In 2010-11, during flu season, a public health campaign to encourage flu vaccination allowed public health to offer the seasonal flu vaccine to all RQHR residents.

Immunization Services	2008-2009	2009-2010	2010-2011
No. of doses – child health clinics	39,501	43,221	43,067
No. of school children immunized in school	13,833	11,382	14,842
Adult doses – clinical visits	1,123	1,128	3,745
Influenza coverage rates – people over 65 years	64%	64%	55%*
Travel clinics	9,498	7,806	8,500

*2010-11 data is preliminary and subject to change. Physicians, long term care facilities and acute care hospitals may not have reported all of their data.

Home Care Services

Home Care provides an array of services for people of all ages in the home and community. Services encompass health promotion and teaching, health interventions, assistance with daily activities of living and relief for caregivers (family) caring for an ill or disabled family member. Services offered are intended to support people in living as independently as possible.

Those who may be interested in receiving home care are:

- People who have just left hospital and need short-term help before they are fully recovered;
- People with long term limitations who can manage in their own home with help;
- People who have terminal illnesses and who wish to remain at home for as long as possible; and
- People being cared for by families, requiring relief from time to time.

Region Overview

In 2010-11, Home Care staff provided 168,106 hours of service to its clients.

Home Care Services	2008-2009	2009-2010	2010-2011
Admissions	7,126	6,986	7,241
Nursing hours	69,415	65,332	68,417
Number of meals	32,808	32,265	30,405
Occupational therapy hours	6,324	7,154	6,867
Physical therapy hours	5,360	4,121	4,384
Community therapy (occupational therapy/physical therapy)			1,490*
Community support hours	1,489	2,340	1,506**
Social work hours	3,908	3,956	2,297***
Volunteer hours	9,385	22,660	21,544****
Home services hours	157,935	164,668	168,106

*Community therapy units was previously reported under either occupational therapy or physical therapy.

**The Community Support Program was reduced in 2010-11.

***Social work was reduced by two positions in 2010-11.

****Volunteer service hours for 2009-10 include all areas of RQHR; 2007-08 and 2008-09 numbers include Regina and area.

Emergency Medical Services

RQHR's Emergency Medical Services (EMS) consists of Regina, Indian Head, Whitewood and eight contracted ambulance service providers. The paramedics within these 11 service areas provide life-saving, front-line health care to patients in urban and rural communities and transport as appropriate.

Emergency medical dispatchers operate the Regional Emergency Communications Centre which dispatches and answers emergency (9-1-1) and non-emergency calls for help within the five southernmost health regions.

RQHR's EMS is committed to being at the right place, at the right time, with the right service.

Regina Emergency Medical Services	2008-2009	2009-2010	2010-2011
Rural responses	735	756	854
Out of region	141	99	125
Interfacility	3,372	3,293	3,289
Urban responses	12,991	12,913	13,879
No-transport calls	5,199	5,597	5,451
Total calls	22,438	22,658	23,596

Regina EMS was 88 per cent compliant in responding to emergency situations in under 8:59 minutes in 2010-11.

The national standard for major urban centres is a compliance rate of 90 per cent.

Region Overview

Long Term and Continuing Care

The RQHR is committed to timely and appropriate access to long term and continuing care services. Programs that are offered, in urban and rural locations, support this commitment and evolve to meet the population's growing and changing needs.

The region continues to focus on:

- Providing appropriate and timely access for clients who need long term care;
- Reducing the need for clients to rely on acute care for non-acute reasons;
- Increasing opportunities to live in the community; and
- Reducing the need to rely on institutionalization.

Long Term Care Facilities

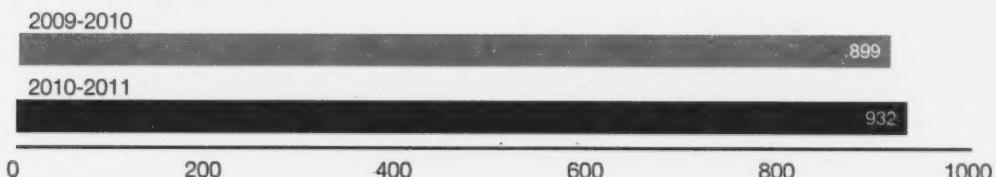
In the RQHR, nearly 2,000 beds are used for clients who require long term care. Long term care placements are provided by 14 region-owned and operated facilities and by nine affiliates that are contracted by the region to provide services.

These include:

- Balcarres Integrated Care Centre
- Broadview and District Centennial Lodge
- Cupar and District Nursing Home (affiliate)
- Echo Lodge (Fort Qu'Appelle)
- Extendicare (Elmview, Parkside and Sunset) (Regina) (affiliates)
- Golden Prairie Home (Indian Head)
- Grenfell and District Pioneer Home
- Lakeside Home (Wolseley)
- Long Lake Valley Integrated Facility (Imperial)
- Lumsden and District Heritage Home (affiliate)
- Montmartre Health Centre
- Qu'Appelle House (Regina) (affiliate)
- Regina Lutheran Home (Regina) (affiliate)
- Regina Pioneer Village
- Santa Maria Senior Citizens Home (Regina) (affiliate)
- Silver Heights Special Care Home (Raymore)
- Southeast Integrated Care Centre - Moosomin
- St. Joseph's Integrated Care Centre (Lestock)
- Wascana Rehabilitation Centre (Extended Care/Veterans Affairs Canada Program)
- Whitewood Community Health Centre
- William Booth Special Care Home (Regina) (affiliate).

Region Overview

Admissions into LTC Beds



Specialized Programs

In addition to providing placement in regular beds in long term care facilities, the region has developed the following specialized programming:

- **Palliative Care Program/Grace Hospice:** a 10-bed unit that provides compassionate holistic care to terminally ill clients when treatment for a cure or prolongation of life is no longer the primary objective.
- **Dementia Care:** 103 beds, located in two facilities, which provide care and programming for clients who have a diagnosis of dementia and require a low-stimulus environment in a secured area.
- **Hammond Unit:** a 12-bed unit that provides behaviour management for residents who require care and supervision for safe management of challenging behaviours.
- **Supportive Living:** a 13-bed unit that operates with a social/rehabilitative model of care and provides an alternative residential option for clients with longstanding diagnosis of psychiatric illness.
- **Acquired Brain Injury Unit:** a specialized residential program within a four-bed unit that provides 24-hour support for clients who require care for extreme and/or aggressive behavior due to a brain injury.

Programs That Provide Alternatives

The region has developed numerous programs that provide alternative services that reduce the need to rely on acute care resources. The goal is to provide clients with appropriate care in an environment designed specifically for their needs.

The type of care that is required by clients who need restorative or continuing long term, non-acute support is very different from the acute care that is required by people who need hospital or emergency room intervention.

The availability of these alternatives supports the appropriate use of acute care beds and provides a care focus that is designed for optimizing the outcomes for clients.

Region Overview

The alternative programs include:

- **Alternate Level of Care Unit:** a 28-bed unit that operates with the long term care philosophy and delivers care to patients who are awaiting placement in a long term care facility, or waiting for access to an alternative program or service.
- **Orthopedic Convalescent Unit:** a 10-bed unit that provides care to clients who require a period of support, following the acute phase, as they recover from surgery or injury.
- **Convalescent Care Program:** a 12-bed unit that provides care to clients who require a period of support, following the acute phase, as they recover from surgery, injury or illness.
- **Step Down Unit (for ventilator dependant residents):** a 12-bed unit where the care needs of this population are managed in a more home-like environment.
- **Quick Response Unit:** a 12-bed unit that provides assessment, support and care planning for clients who present to an emergency department but do not require acute care.
- **Transition Unit:** a 12-bed unit that provides an opportunity to explore whether a client (whose care needs are consistent with requiring placement) has capacity to improve and return to living in the community.

By developing alternative programs and services, the region is able to support clients living in the community, reduce the need to rely solely on institutional options, increase the flow-through in acute care sites and, ultimately, provide the right service in the right location at the right time.

Admissions between April 1, 2010 - March 31, 2011 include:

Quick Response Unit*

244

Convalescent Care and Orthopedic Convalescent Unit**

380

Transition Unit***

29

0 50 100 150 200 250 300 350 400

* 59 per cent of these clients were discharged back to the community.

** 81 per cent of these clients returned to living in the community.

*** 45 per cent of these clients were discharged back to the community.

Community Programs

The region and its partners provide additional programs, in both urban and rural locations, that support clients in the community, enabling them to remain at home. These programs include:

- **Respite Care:** a program that periodically relieves the caregiver from his or her care responsibilities by admitting the client into a respite care bed in a long term care facility for one or two weeks at a time.

Region Overview

- **Adult Day Support Programs:** programs that provide recreation/socialization/ personal care for clients and provide daytime respite for caregivers.
- **Supportive Residential Program:** a partnership with a community agency that provides a 24-hour residential program for clients who have a diagnosed psychiatric illness and/or behavioral problems and/or substance abuse issues and are experiencing physical deficits.

Acute Care

Within the region are two provincial hospitals – the Regina General Hospital and Pasqua Hospital. These hospitals serve the residents of southern Saskatchewan by providing a wide range of acute care as well as specialized services.

Acute care services include:

- Ambulatory Care Services
- Cardiosciences
- Clinical Nutrition Services
- Critical Care Services
- Diagnostic Imaging Services
- Emergency Care Services
- Family Medicine
- Gastroenterology and Hepatology
- Gynecology / Urology
- Internal Medicine
- Laboratory Services
- Mental Health
- Neonatal Intensive Care
- Neurosciences
- Obstetrics
- Oncology
- Palliative Care Services
- Pediatrics
- Pharmaceutical Services
- Renal Care
- Respiratory Care Services
- Sleep Disorders Program
- Surgical Care Services
- System Wide Admission/Discharge Department (SWADD)
- Therapy Services
 - occupational therapy
 - physical therapy
 - speech therapy.

The region also has six community hospitals that provide acute care:

- All Nations' Healing Hospital in Fort Qu'Appelle (affiliate)
- Balcarres Integrated Care Centre
- Broadview Union Hospital
- Indian Head Hospital
- Southeast Integrated Care Centre – Moosomin
- Wolveley Memorial Union Hospital.

Region Overview

Hospital Care Utilization

	2008-2009	2009-2010	2010-2011
Admissions	30,978	34,003	34,183
Average daily census	596	624.7	642.4
Average length of stay (days)	6.6	6.4	6.3
Births/newborn admissions	3,604	3,677	3,771
Emergency visits	98,459	100,134	106,755
Radiology procedures	110,294	113,332	117,704
Ultrasound procedures	27,599	27,877	30,913
Mammography procedures	6,599	7,042	7,294
Interventional procedures	9,496	10,720	10,863
MRI procedures	10,619	11,010	12,342
CT procedures	77,409	80,741	82,126
Nuclear medicine procedures	8,501	8,254	8,419
Bone mineral densitometry procedures	5,050	5,248	4,840
Physical therapy visits	113,412	111,923	107,767
Occupational therapy visits	27,798	30,674	29,843
Outpatient registrations	291,085	300,738	300,000

Acute Care Surgery

	2008-2009	2009-2010	2010-2011
Total no. of patients on surgical wait list*	9,082	9,334	7,966
Pre-admission clinic visits	6,612	6,815	6,671
In-patient surgery – operating room	9,886	10,208	10,143
Outpatient surgery – operating room	11,890	11,487	11,380
Outpatient surgery – hospital clinic	19,516	19,267	19,216
Total surgeries	41,292	41,420	40,460

*Wait list numbers are provided by the province's Surgical Patient Registry and vary slightly from previous year reports.

Laboratory Services

	2008-2009	2009-2010	2010-2011
Orders placed	1,041,648	1,086,574	1,086,072
Tests performed	3,315,618	3,557,362	3,555,074

Rehabilitation Services

Rehabilitation Services are offered throughout the region. These programs are designed to help children and adults who have been ill, in an accident or born with physical, neurological or developmental challenges, gain the highest level of functional ability possible.

Region Overview

These services include:

- Acquired Brain Injury Outreach
- Adult Rehabilitation Program
- Children's Program
- Functional Rehabilitation Program
- Prosthetics/Orthotics.

Research

Health research tests the effectiveness of new treatments, informs health systems about factors that increase the probability of illness, and supports the development of the most effective means of delivering health care.

The RQHR is dedicated to supporting health research. In the past year, 67 new studies representing 30 areas of medical specialty were approved by the RQHR's Research Ethics Board. The areas of Population and Public Health, Clinical Pharmacy Services and Nutrition and Food Services were most active.

Research Initiation by Clinical Specialty	
2010-2011	
Clinical Area	Count
Clinical Area	8
Aboriginal Health	2
Chronic Disease Prevention	1
Clinical Pharmacy Services	3
Diagnostic Imaging/Lab Med	3
Emergency Medicine	3
Family Medicine	1
Functional Rehabilitation	2
Germatology	2
Health Human Resources	3
Infectious Diseases	1
Kinesiology	2
Library Services	1
Music Therapy	1
Nephrology	1
Neurology/Neurosciences	2
Clinical Area	Count
Nursing Practice	3
Nutrition & Food Services	3
Obstetrics/Gynecology	3
Ophthalmology	1
Ostomy & Wound Care	2
Palliative Care	1
Pediatrics	2
Population and Public Health	6
Psychiatry	1
Psychology	3
Respiratory Services	2
Rural Community Health	1
Vascular Surgery	2
Women's & Children's Health	1
Other/Misc/External	1
TOTAL	67

Region Overview

Since many studies require more than one year to complete, the region was actively involved in 153 studies during 2010-11.

The RQHR works in partnership with numerous universities and other organizations, companies, and researchers to conduct these studies.

Research Partnerships 2010-2011	n	%
No partnership - RQHR initiated	28	41
Industry	4	6
Resident/Intern	14	20
University of Regina	10	15
University of Saskatchewan	4	6
Out-of-province university	6	9
Other	2	3

Teaching

Our priority of providing our clients with the best possible health care relies, in part, upon our ability to recruit and retain a strong team of health care professionals. Data supports a correlation between where students are from, or where they are educated, and where they choose to practice. To facilitate the goals of expansion of health science education and the recruitment and retention of local graduates in Regina and southern Saskatchewan, a collaborative process has been undertaken by academic and health delivery partners of Regina and southern Saskatchewan. These organizations have worked to establish a distributed education network in southern Saskatchewan with the RQHR serving as a hub.

In 2010, additional funds to support the expansion of distributed medical training allowed the RQHR to put in place state-of-the-art technologies. These technologies and an increased involvement of local faculty allowed the College of Medicine (Regina site) and the RQHR to host a very successful pilot for third-year medical education. The technologies were made available to the University of Saskatchewan's College of Nursing (Regina site) to engage nursing students studying in Estevan. There was also an increase in the number of medical residents both based in and travelling to Regina for their training in 2010.

Plans are underway to continue the expansion of health science training in southern Saskatchewan and to encourage inter-professional approaches to patient-centred care. Work is in progress to create a simulation centre at the Regina General Hospital, scheduled to open in 2012, which will be used for both academic and continuing education in team-based settings.

Region Overview

Health Care Organizations

The RQHR contracts with a variety of organizations and the relationship between the region and these health providers is an important factor in the delivery of quality health care services. The following is a list of the organizations that received funding through the health region in 2010-11:

- 615672 Saskatchewan Ltd. (Touchwood EMS)
- Aboriginal Family Service Centre
- Autism Resource Centre Inc.
- Backlin's Ambulance Service Ltd.
- City of Regina
- Cosmopolitan Activity Centre
- Cupar Lions Volunteer Ambulance
- Cypress Health Region
- Ehrla Community Services
- Five Hills Health Region
- Extendicare (Canada) Inc.
- Hope's Home Inc.
- Hutch Ambulance Service
- Imperial & District Ambulance
- JT Ambulance Service Ltd.
- Lumsden & Craven Seniors' Program Inc.
- Mental Health Association/Regina Branch Inc.
- Milestone Assisted Living Advisory Board
- Mobile Crisis Services Inc.
- North Central Community Association
- Phoenix Residential Society Inc.
- Planned Parenthood Regina
- Prairie Ambulance Care (1998) Ltd.
- Rainbow Youth Centre Inc.
- Raymore Community Health and Social Centre
- Canadian Red Cross
- Regina Palliative Care Inc.
- Regina Recovery Homes Inc.
- Salvation Army Waterston Center
- Saskatoon Health Region
- See Line Ambulance
- Sun Country Health Region
- Sunrise Health Region
- University of Regina
- Valley Ambulance Care Ltd.

Region Overview

Size of Facilities

The RQHR has facilities located throughout the region. For a list of facilities and their sizes, see Appendix B (pages 83-84).

Service Access Guide

RQHR publishes a Health Care Service Access Guide in the Regina City and Regina District SaskTel telephone books. The guide is the "green pages" section, which immediately follows the blue pages of government listings. The guide outlines the institutional and community programs and services provided by the region, as well as important contact information. The RQHR Health Care Service Access Guide, as well as other information about the region, can also be found on the RQHR website at www.rqhealth.ca.

Client Representative Service

RQHR encourages clients who have concerns to speak with those directly involved in their care, such as their doctor, nurse or other health care professional, or to the appropriate supervisor or manager, for quick, beneficial solutions.

However, sometimes that person is not able to provide all the answers. A client's next step should be to contact the region's client representative service. A client representative will listen to the client's concern, ensure that the concern is reviewed with region staff and physicians involved, and will provide the client with a response.

The region continues to promote the client representative service through brochures available at registration/admission desks, and in all clinical/program areas. The increasing number of concerns over the past three years reflects a growing awareness of the service by clients and their families.

To contact the client representative service, call 1-866-411-7272 outside of Regina and 766-3232 for Regina residents.

Concerns Registered with Client Representative	2008-2009	2009-2010	2010-2011
Number of concerns	2,022	2,267	2,703
Average time to resolve all concerns (days)	11.4	15.3	13.1
Average time to resolve non-complex concerns (days)	4.9	5.3	5.4

Region Overview

Health status update⁸

Overview

The Canadian Community Health Survey, conducted annually by Statistics Canada, provides a cross-section of information on health status, health care utilization and health determinants for the Canadian population.

The following are highlights of the most recent survey for Regina Qu'Appelle Health Region (RQHR) conducted in 2009:

- Life expectancy at birth⁹ is a key measure of the current health of the population. It declined slightly for both men and women in the past decade. In 2005-07 (inclusive), life expectancy for men decreased to 77.8 years from 79.5 years in 2000-02 (inclusive). For women, life expectancy dropped to 81.9 years in 2005-07 (inclusive) from 82.2 years in 2000-02 (inclusive).
- The three leading causes of death were diseases of the circulatory system, cancers and diseases of the respiratory system. These three causes were responsible for 64 per cent of all deaths in the health region.
- Of residents 12 years of age and older, 20.8 per cent smoked daily (current¹⁰ or occasional). A higher percentage of males (22.0%) were daily or occasional smokers compared to females (19.6%). Provincially, 24.0 per cent of people in the same age category smoked daily.
- Of residents age 12 years and over, 17.6 per cent were binge drinkers. Binge drinking is defined as drinking five or more drinks in one session, at least once a month. In Saskatchewan, 18.7 per cent of the population were binge drinkers.
- Of the adult population 18 years of age and older, 45.7 per cent (43.4 per cent of men and 47.8 per cent of women) reported being inactive during their leisure time.
- The rate of obesity among people 18 years of age and older rose to 21.5 per cent in 2009 from 17.5 per cent in 2003. Males (22.6%) had a higher prevalence of obesity than females (20.3%).

Births on the rise

The number of live births and the crude birth rate (number of births per 1,000 population) has steadily increased since 2005. In 2009, 3,376 babies were born. This compares with 2,732 in 2005. The crude birth rate increased to 13.3 per 1,000 from 11.1 per 1,000 during the same time period. The crude birth rate across the province saw a similar increase (to 13.7 per 1,000 from 11.7 per 1,000).

⁸ For more information on health status, see the Regina Qu'Appelle Health Region, Health Status Report, 2010, which will be available to the public in fall 2011 on the RQHR website at www.rqhealth.ca.

⁹ The calculation of life expectancy is based on three consecutive years of death data and population estimates.

¹⁰ Statistics Canada defines a current smoker as someone, age 12 and older, who may smoke daily or occasionally.

Region Overview

A total of 266 infants were born to teenage mothers (15 to 19 year olds) for a teen birth rate of 30.4 per 1,000 females, ages 15-19 years. This rate is lower than the provincial rate of 35.0 per 1,000 females of the same age.

The percentage of babies born with a low birth weight (less than 2,500 grams) in 2009 was 5.9 per cent. Babies born with a low birth weight may experience problems with their long term health and psycho-social development. Low birth weight has been linked to the mother's health and nutritional status during pregnancy. The provincial rate is 5.8 per cent.

High birth weight babies are those with a birth weight of 4,000 grams or more. Infants born with a high birth weight experience a higher incidence of birth complications and injuries. Women who are obese or have diabetes have a greater chance of giving birth to larger babies. In 2009, 14.1 per cent of babies were born with high birth weights. This is similar to the Saskatchewan rate of 14.8 per cent.

Emerging Health Issues

Measles resurfaces

Across the globe, measles is resurging, particularly in countries where very low numbers have been recorded in the past. Europe, in particular, has seen a significant numbers of cases. This phenomenon has spilled into the United States and Canada, with small outbreaks occurring in a number of settings.

Two cases have been identified in RQHR in two un-immunized toddlers who were found to have the disease in the spring of 2011. They were suspected of acquiring the disease through contact with ill persons who likely travelled.

The rise in the number of measles cases in Europe correlates with a decline in immunization coverage. This decline appears to be a reaction to since discredited studies which stated a link between immunization and autism.

In order to protect the community and prevent cases, high immunization coverage rates are required and continued surveillance and early case identification is needed. Population and Public Health Services has strengthened its efforts to ensure we achieve the protection levels needed.

Sexually Transmitted Diseases

The human immunodeficiency virus (HIV) and other sexually transmitted infections (STIs) are an important public health issue in RQHR and province-wide.

Under *The Public Health Act, 1994* and its regulations, laboratories and physicians are required to report the occurrence of specified communicable diseases to the region's medical health officer.

Region Overview

In 2009-10, there were 3,693 client interactions with the Population and Public Health Services' (PPHS') sexual health clinic. Clients received testing, treatment, immunization and/or related education during one-on-one consultations with public health nurses. The sexual health clinic nurses performed Pap smears on 169 women in the calendar year of 2010 and 164 in the calendar year of 2009.

HIV

The number of new cases of HIV in the RQHR each year is, for the most part, rising. In 2003, there were 12 cases; by 2008 the number had increased to 62 cases. In 2010, those numbers dropped somewhat, to 39.

The most common mode of transmission is injection drug use.

Anti-viral drugs mean that people diagnosed with HIV now have a much better chance of survival than in the past, but the disease is still not curable.

In 2010, the Ministry of Health's HIV strategy set objectives to prevent the transmission of HIV in Saskatchewan and to improve the quality of life for HIV-positive people.

In the long term, reducing the transmission of HIV in RQHR will improve the overall quality of life of residents and result in significant financial savings for the health care system.

Chlamydia

Chlamydia continues to be the most frequently reported sexually transmitted infection in RQHR. In the calendar year of 2010, there were 994 reported cases, approximately nine per cent more than in 2006, when 916 cases were reported. In 2010, chlamydia cases accounted for approximately 78 per cent of reported sexually transmitted infections and blood-borne pathogen infections. Chlamydia, which often has no symptoms, is treatable with antibiotics.

Prevention and Control of Communicable Diseases

Public health inspection

During the 2009-10, PPHS inspected 1,272 public eating establishments, 356 food distribution facilities and 146 recreation facilities. PPHS also conducted inspection on 87 public water supply systems and 153 licensed accommodations.

Campylobacter infection remains the most frequently reported enteric (food and water borne) disease in the health region, at a rate of 30.7 cases per 100,000 population in 2010 (January to December).

Region Overview

Sixty-four cases of salmonellosis, were reported in 2010 (January to December), for an incidence rate of 24.3 cases per 100,000 population. Salmonellosis is an illness caused by a bacteria found in raw food, soil, water and the bowel movements of some animals. The increase in the number of cases in 2010 is largely attributed to a single outbreak associated with a Regina food establishment. The average is 50 cases per year.

Immunization

See pages 19 and 42-43.

Progress in 2010-11

Regina Qu'Appelle Health Region (RQHR) has established a strong Strategic Plan that explains what the organization's goals, objectives and priorities are, as well as the actions that need to be taken to ensure RQHR fulfills its Vision and Mission.

The region has four Strategic Priorities that form the basis of the Strategic Plan:

- the client experience;
- contributing to healthy communities;
- a healthy workplace; and,
- a healthy business.

These priorities closely align with the Saskatchewan Ministry of Health's Strategic Operational Directions – Five Pillars of Healthcare and, together, form the building blocks of RQHR's future success.

In 2010-11, the region focused on areas of performance which reflect our Strategic Priorities: reducing the hospital and infant mortality rates, reducing wait times for surgery and diagnostic imaging, improving access to primary health care services (reducing the number of acute care admissions for ambulatory care sensitive conditions), increasing the rate of childhood immunizations, improving staff workplace safety (Worker's Compensation Board claims, staff sick leave and overtime/ premium hours), aligning workplace diversity with our community and achieving a balanced budget at year-end.

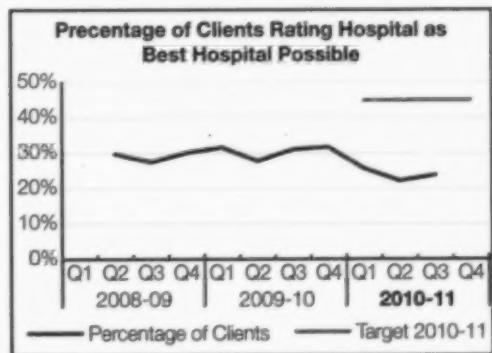
In order to help the public understand our Strategic Priorities and what we are doing to achieve them, we are now posting our performance results on our Internet site www.rqhealth.ca.

Progress in 2010-11

Strategic Priority: Client Experience

Putting the Client First

Increase the number of clients rating their experience as excellent



Performance is less than 75% of target.

Action Planned

Improvement	Target	Actual
No	45%	23.8% (Q3)*

*Fourth quarter data was not available at year-end.

What Is Being Measured?

Indicator: Percentage of clients rating hospital as best hospital possible.

Definition: Percentage of patients rating their hospital stay as 10, where zero is the worst hospital possible and 10 is the best hospital possible.

Calculation:

$$\left(\frac{\text{number of patients reporting hospital stay as 10}}{\text{number of patients who complete survey}} \right) \times 100$$

Data Source: Health Quality Council (HQC) Patient Satisfaction Survey (un-weighted value)

Why Is This of Interest?

In keeping with the spirit of the provincial *Patient First Review*, and aligning with the strategic pillars of the Ministry of Health, the RQHR identified the "client experience" as one of its four strategic priorities. A key goal of this priority is "putting the client first."

What Is the Target?

Forty-five per cent of clients rating hospitals as best possible by year-end 2010-11.

How Are We Doing?

Percentage of clients rating hospital as best possible hospital in the RQHR has dropped to an average of 24 per cent in the third quarter. Fourth quarter data from HQC was not available at the end of the fiscal year. This is below the overall Saskatchewan average of 28 per cent. Within the RQHR, the rates for the best possible hospital are different for urban and community hospitals, ranging from 20 per cent to 47 per cent.

What Actions Are We Taking?

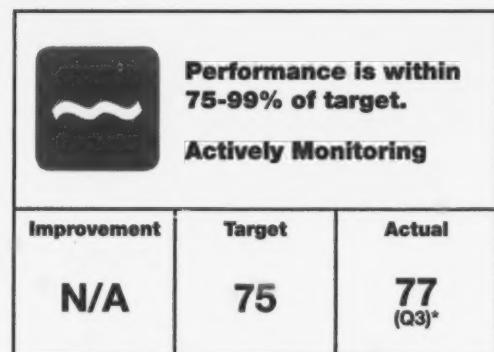
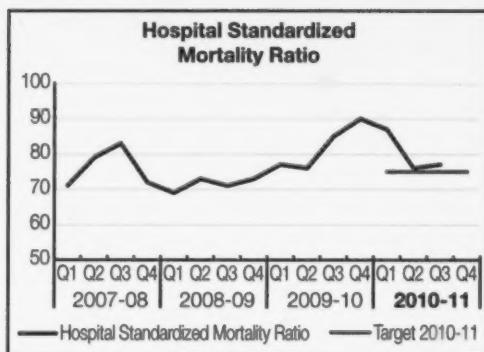
The RQHR is engaged in a number of initiatives aimed at improving patient satisfaction such as Releasing Time to Care. The region is also working on improving patient flow within the system through several Lean value stream projects which should have an impact on the patient experience.

Progress in 2010-11

Strategic Priority: Client Experience

Improving Client Safety

Reduce Hospital Standardized Mortality Ratio (HSMR)



*Fourth quarter data was not available at year-end.

What Is Being Measured?

Indicator: Hospital Standardized Mortality Ratio.

Definition: Ratio of actual number of in-hospital deaths in the region to those that would have been expected based on types of patients treated.

Calculation:

$$\left(\frac{\text{observed deaths}}{\text{expected deaths}^*} \right) \times 100$$

* Mortality of similar patients across the country in 2004-05.

Data Source: Canadian Institute for Health Information (CIHI); Discharge Abstract Database

Why Is This of Interest?

The ratio provides a starting point to assess mortality rates and identify areas for improvement, which may help to reduce hospital deaths from adverse events.

When tracked over time, the ratio can be a motivator for change (by indicating how

successful hospitals or health regions have been in reducing in-patient deaths) leading to improved patient care.

What Is the Target?

A Hospital Standardized Mortality Ratio rate of 75 by year-end 2010-11. Fourth quarter data from CIHI and Discharge Abstract Database was not available at the end of the fiscal year.

How Are We Doing?

The RQHR has had one of the lowest rates of Hospital Standardized Mortality Ratio in the country.

What Actions Are We Taking?

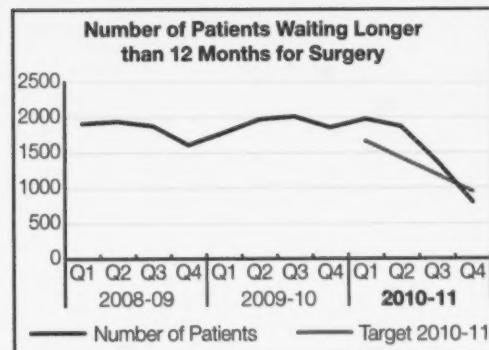
We will continue to monitor our performance and implement ongoing improvement work. An increase in the rate requires a review of causes and necessary actions.

Progress in 2010-11

Strategic Priority: Client Experience

Reducing Waits for Service

Reduce wait times for surgery



Performance is at 100% of target.

On Track

Improvement	Target	Actual
Yes	950	800

What Is Being Measured?

Indicators: Number of patients waiting longer than 12 months for surgery.

Data Source: Saskatchewan Surgical Care Network

Why Is This of Interest?

Ensuring timely access to surgical services is a fundamental component of the RQHR's plan to provide patient-centred care and a priority of the province's Saskatchewan Surgical Initiative. As part of its mission to meet the diverse needs of its communities, the RQHR continues to focus on providing surgical care to those patients waiting the longest while working to ensure more urgent cases are performed within appropriate time frames.

What Is the Target?

Nine hundred and fifty patients waiting longer than 12 months for surgery (approximately 50 per cent reduction) by year-end 2010-11.

How Are We Doing?

We have achieved our 2010-11 target.

What Actions Are We Taking?

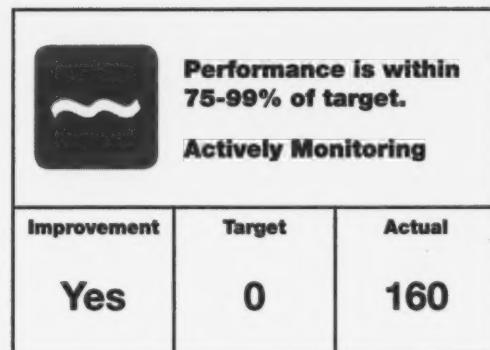
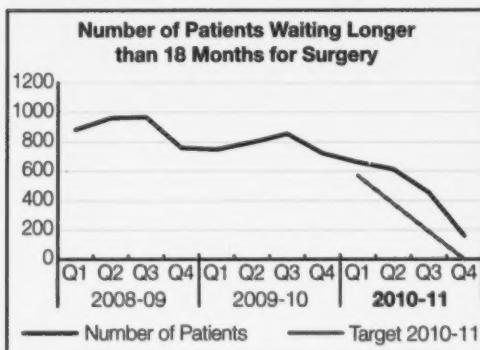
We continue to work on program and process changes, in support of the Saskatchewan Surgical Initiative, that will, amongst other things, include the implementation of patient pathways that will help to decrease patients' length of hospital stay. We have protected surgical beds to ensure access, changed the operating room allocation methodology to allow more time to perform surgeries on patients who are currently waiting over 12 months and we have contracted with a private surgery provider to do day surgical procedures. We are also working toward full implementation of surgical safety checklists in operating rooms. The benefit of these changes has been seen in the third and fourth quarters.

Progress in 2010-11

Strategic Priority: Client Experience

Reducing Waits for Service

Reduce wait times for surgery



What Is Being Measured?

Indicators: Number of patients waiting longer than 18 months for surgery.

Data Source: Saskatchewan Surgical Care Network

Why Is This of Interest?

Ensuring timely access to surgical services is a fundamental component of the RQHR's plan to provide patient-centred care and a priority of the province's Saskatchewan Surgical Initiative. As part of its mission to meet the diverse needs of its communities, the RQHR continues to focus on providing surgical care to those patients waiting the longest while working to ensure the more urgent cases are performed within appropriate time frames.

What Is the Target?

No patients waiting longer than 18 months for surgery by year-end 2010-11.

How Are We Doing?

At current capacity, we did not meet this target.

What Actions Are We Taking?

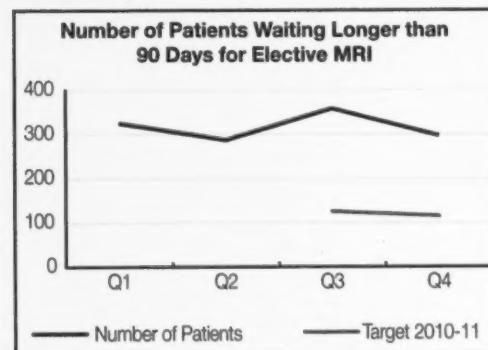
In support of the Saskatchewan Surgical Initiative, we continue to work on program and process changes that will, amongst other things, include the implementation of patient pathways that will help to decrease patients' length of hospital stay. We have protected surgical beds to ensure access for surgical patients, changed the operating room allocation methodology to allow more time to perform surgeries on patients who are currently waiting over 12 months and we have contracted with a private surgery provider to do day surgical procedures. We are also working toward full implementation of surgical safety checklists in operating rooms. The benefit of these changes has been seen in the second, third and fourth quarters.

Progress in 2010-11

Strategic Priority: Client Experience

Reducing Waits for Service

Reduce wait times for diagnostic imaging



Performance is less than 75% of target.

Action Planned

Improvement	Target	Actual
No	115 (Q4)	297

What Is Being Measured?

Indicators: Number of patients waiting longer than 90 days for elective Magnetic Resonance Imaging (MRI) scan.

Data Source: Ministry of Health

Why Is This of Interest?

MRI images, which could be of bone, blood vessels, spinal cord, muscles, organs or joints, are important in diagnosis and determining the best course of treatment. Waiting for a scan and a diagnosis causes anxiety for patients and may delay treatment; therefore, wait times should be minimized.

What Is the Target?

No patients waiting longer than 90 days for an elective MRI scan by Dec. 31, 2013.

How Are We Doing?

Improving: We are making progress and optimistic for significant improvement in the next fiscal year.

What Actions Are We Taking?

Additional MRI capacity was added in the third quarter of this fiscal year.

We are examining, through Lean project work, opportunities to improve internal processes to maximize existing capacity.

Examples:

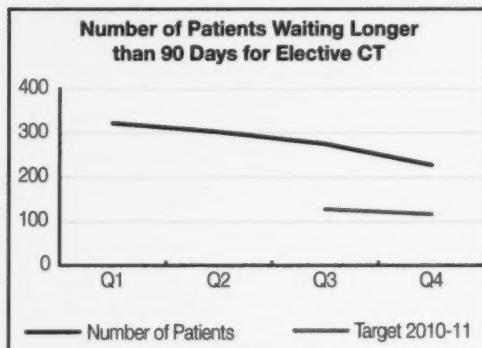
- Inter-facility transfer practice for diagnostic imaging; and
- Patient scheduling improvements.

Progress in 2010-11

Strategic Priority: Client Experience

Reducing Waits for Service

Reduce wait times for diagnostic imaging



Performance is less than 75% of target.

Action Planned

Improvement	Target	Actual
Yes	116 (Q4)	227

What Is Being Measured?

Indicators: Number of patients waiting longer than 90 days for elective computed tomography (CT) scan.

Data Source: Ministry of Health

Why Is This of Interest?

CT is now the most widely used imaging tool for serious diseases of all body organs. The images are an important source of information in diagnosis and in deciding upon a course of treatment. Waiting for a scan and diagnosis can cause anxiety and delay treatment; therefore, wait times should be minimized.

What Is the Target?

No patients waiting longer than 90 days for an elective CT scan by Dec. 31, 2013.

How Are We Doing?

Improvement: current capacity is limited and less than demand.

What Actions Are We Taking?

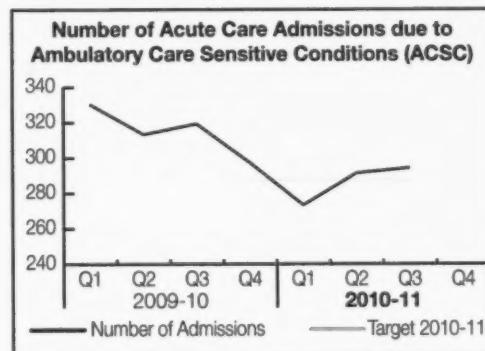
Third-party CT contract negotiations are complete and a 32-month contract has been awarded to Radiology Associates of Regina. The RQHR anticipates having a fourth CT operational in 2011.

Progress in 2010-11

Strategic Priority: Healthy Communities

Building Partnerships to Positively Impact Community Wellness

Improve access to primary health care services



Performance is within 75-99% of target.

Actively Monitoring

Improvement	Target	Actual
No	291	297 (Q3)*

*Fourth quarter data was not available at year-end.

What Is Being Measured?

Indicator: Number of acute care admissions due to ambulatory care sensitive conditions.

Definition: Ambulatory care sensitive conditions include seven chronic conditions: angina, asthma, chronic obstructive pulmonary disease (COPD), diabetes, grand mal status and other epileptic convulsions, heart failure and pulmonary oedema and hypertension.

Data Source: Canadian Institute for Health Information (CIHI); Discharge Abstract Database

Why Is This of Interest?

Hospitalizations for ambulatory care sensitive conditions are considered to be a measure of access to appropriate medical care. While not all admissions for these conditions are avoidable, it is assumed that appropriate ambulatory care could prevent the onset of this type of illness or condition, control an acute episodic illness or condition, or manage a chronic disease or condition. A disproportionately high rate is presumed to reflect problems in obtaining access to primary care.

What Is the Target?

A 10 per cent reduction in the number of acute care admissions due to ambulatory care sensitive

conditions in 2010-11 compared to the previous fiscal year, resulting in a quarterly target of 291.

How Are We Doing?

The third quarter of 2010-11 saw no significant change in hospital admissions for ambulatory care sensitive conditions from the previous quarter. Fluctuations from quarter to quarter appear to be seasonal in nature. On the positive side, third quarter admissions in 2010-11 were significantly lower than the third quarter of the previous year. Of the ambulatory care sensitive conditions, COPD continues to have the highest number of cases in the RQHR, overall.

What Actions Are We Taking?

Various pilot projects have been initiated to increase awareness of COPD and congestive heart failure programs in inner-city Regina. The RQHR has also increased access to and the quality of screening, diagnosis and treatment for COPD.

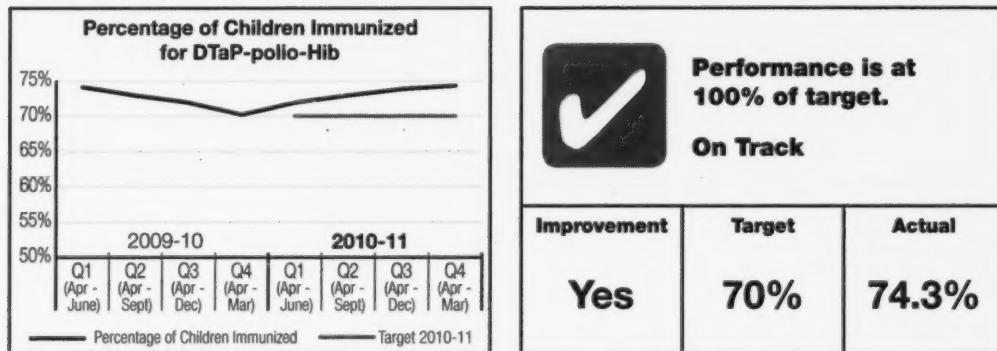
Implementation of the region's Chronic Disease Prevention and Management Strategy with ongoing development of services in Twin Valleys, North Central and Indian Head continues to result in improved access to primary health care teams.

Progress in 2010-11

Strategic Priority: Healthy Communities

Leading Health Promotion and Prevention Initiatives

Increase rate of childhood immunizations



What Is Being Measured?

Indicator: Immunization rate among two-year-olds for DTaP-polio-Hib (Diphtheria-Tetanus-Pertussis, Polio, Haemophilus Influenzae Type T) vaccine.

Definition: Percentage of children two years of age who have received the DTaP-polio-Hib vaccine.

Calculation:

$$\left(\frac{\text{Number of children in covered population 2 years of age who received DTaP-polio-Hib immunization}}{\text{All children in covered population 2 years of age}} \right) \times 100$$

Data Source: Population & Public Health – Saskatchewan Immunization Management System

Why Is This of Interest?

Immunization protects children from a number of preventable and potentially fatal communicable diseases. Standard immunization guidelines define the type of vaccines and their appropriate administration times for children up to 24 months of age.

What Is the Target?

Seventy per cent of two-year-olds to have received the DTaP-polio-Hib vaccine by year-end 2010-11.

How Are We Doing?

We have achieved our targets set as part of the RQHR immunization strategy.

What Actions Are We Taking?

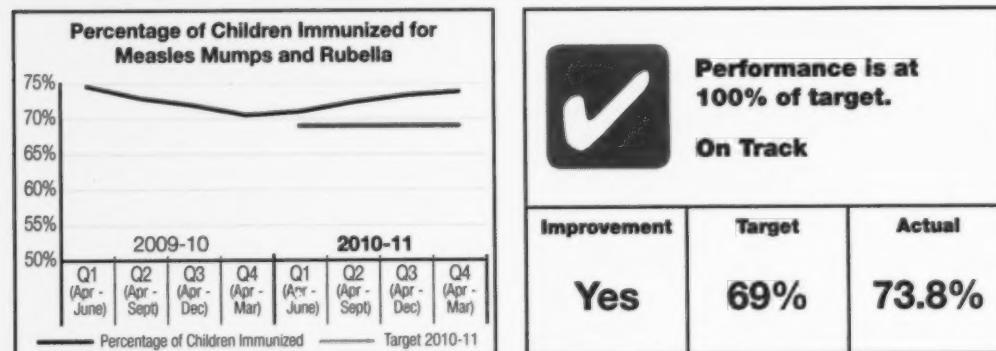
- A reminder and recall process is in place for immunizations of children three, 16 and 20 months of age;
- RQHR has developed an interactive, web-based immunization reminder system (Immutrax);
- Public health nurses provide information packages to new mothers at their first home visit, following the mother's discharge from hospital;
- Educational information is provided to clinicians about the immunization schedule and how to manage children who are off schedule; and
- RQHR offers immunization programs in day care centres in lower income neighbourhoods.

Progress in 2010-11

Strategic Priority: Healthy Communities

Leading Health Promotion and Prevention Initiatives

Increase rate of childhood immunizations



What Is Being Measured?

Indicator: Immunization rate among two-year-olds for measles, mumps and rubella (MMR) vaccine.

Definition: Percentage of children two years of age who have received the MMR vaccine.

Calculation:

$$\left(\frac{\text{Number of children in covered population 2 years of age who received MMR immunization}}{\text{All children in covered population 2 years of age}} \right) \times 100$$

Data Source: Population & Public Health – Saskatchewan Immunization Management System

Why Is This of Interest?

Immunization protects children from a number of preventable and potentially fatal communicable diseases. Standard immunization guidelines define the type of vaccines and their appropriate administration times for children up to 24 months of age.

What Is the Target?

Sixty-nine per cent of two-year-olds to have received the MMR vaccine by year-end 2010-11.

How Are We Doing?

We have achieved our targets set as part of the RQHR immunization strategy.

What Actions Are We Taking?

- A reminder and recall process is in place for immunizations of children three, 16 and 20 months of age;
- RQHR has developed an interactive, web-based immunization reminder system (Immutrax);
- Public health nurses provide information packages to new mothers at their first home visit, following the mother's discharge from hospital;
- Educational information is provided to clinicians about the immunization schedule and how to manage children who are off schedule; and
- RQHR offers immunization programs in day care centres in lower income neighbourhoods.

Progress in 2010-11

Strategic Priority: Healthy Communities

Reducing Disparities in Health Status

Reduce rate of infant mortality



What Is Being Measured?

Indicator: Deaths in infants less than one year of age per 1,000 live births.

Definition: Number of deaths in children less than one year of age per 1,000 live births.

Calculation:

$$\left(\frac{\text{Deaths in infants less than 1 year of age}}{\text{Total births}} \right) \times 1000$$

Data Source: Discharge Abstract Database

Why Is This of Interest?

The infant mortality rate is a long-established measure, not only of child health, but also of the well-being of a society. Infant mortality reflects the level of health status and health care of a population, the effectiveness of preventive care, and the attention paid to maternal and child health.

What Is the Target?

At or better than the provincial average by year-end 2010-11.

How Are We Doing?

We have met the 2010-11 target.

What Actions Are We Taking?

RQHR is providing pre-natal programming to high risk parents (e.g. those with addictions, low socio-economic status and/or young mothers) at the Al Ritchie Health Action Centre and Four Directions Community Health Centre.

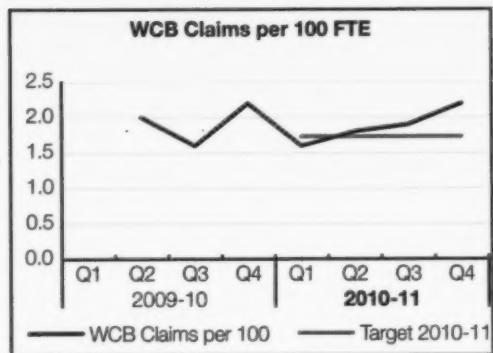
Accessible primary care is available for high risk pregnant mothers through RQHR's primary health care clinics.

Progress in 2010-11

Strategic Priority: Healthy Workplace

Building a Healthy Organization that Supports Safety for All and Quality Client Care

Improve staff workplace safety



Performance is less than 75% of target.

Action Planned

Improvement	Target	Actual
No	1.73	2.2

What Is Being Measured?

Indicator: Number of lost-time Worker's Compensation Board (WCB) claims per 100 full time equivalents (FTE).

Definition: The number of lost-time WCB claims expressed as a rate per 100 FTEs for a specified time period.

Calculation:

$$\frac{\text{Number of accepted lost-time WCB claims}}{\left(\frac{\text{Number of paid FTEs}}{100} \right)}$$

Data Source: Ministry of Health

Why Is This of Interest?

This indicator provides information regarding the safety of the work environment, such as adherence to safe work practices and availability of appropriate equipment. Injuries have an impact on employee morale, staff retention and the cost of providing service.

What Is the Target?

A 10 per cent reduction (1.73) in the number of lost-time WCB claims per 100 FTEs in 2010-11, compared to the previous fiscal year.

How Are We Doing?

In the fourth quarter, there were 2.2 lost time WCB claims per 100 FTEs.

What Actions Are We Taking?

Continued vigilance and supporting activities must be ongoing to fully implement our safety management system. Doing so will ensure we embed a culture of patient and staff safety that targets the elimination of all lost-time and medical aid claims within the RQHR.

Progress in 2010-11

Strategic Priority: Healthy Workplace

Building a Healthy Organization that Supports Safety for All and Quality Client Care

Improve staff workplace safety



What Is Being Measured?

Indicator: Number of lost-time Worker's Compensation Board (WCB) days per 100 full time equivalents (FTE).

Definition: The number of lost-time WCB days expressed as a rate per 100 FTEs for a specified time period.

Calculation:

$$\frac{\text{Number of accepted lost-time WCB days}}{\left(\frac{\text{Number of paid FTEs}}{100} \right)}$$

Data Source: Ministry of Health

Why Is This of Interest?

This indicator provides information regarding the safety of the work environment, such as adherence to safe work practices and availability of appropriate equipment. Injuries have an impact on employee morale, staff retention and the cost of providing service.

What Is the Target?

A 10 per cent reduction (115) in the number of lost-time WCB days per 100 FTEs in 2010-11, compared to the previous fiscal year.

How Are We Doing?

In the fourth quarter, the actual lost-time WCB days per 100 FTEs was 96.3.

What Actions Are We Taking?

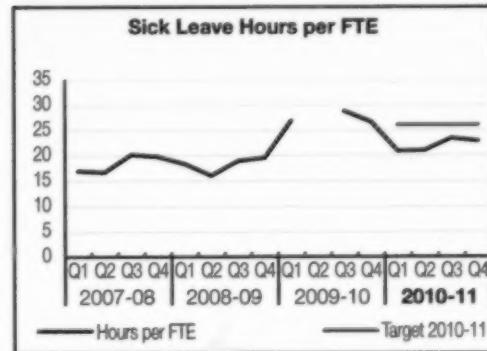
Strategies to address our musculoskeletal injuries continue, including transfer, lifting and repositioning initiatives, safe moving and repositioning techniques and linking with the Releasing Time to Care initiative. A heightened organizational focus on eliminating lost time claims through managing all aspects of staff safety will continue.

Progress in 2010-11

Strategic Priority: Healthy Workplace

Building a Healthy Organization that Supports Safety for All and Quality Client Care

Improve staff workplace safety



Performance is at 100% of target.

On Track

Improvement	Target	Actual
Yes	26.0	22.9

What Is Being Measured?

Indicator: Number of sick leave hours per full-time equivalent (FTE).

Definition: The number of work hours that employees are absent from work due to illness or injury per FTE for a specified time period.

Calculation:

Number of work hours that employees are absent due to illness or injury
Number of FTEs

Data Source: Ministry of Health (2007-08 to 2009-10) / RQHR Finance (2010-11)

Why Is This of Interest?

The number of sick time hours is an indicator of the health and capacity of a workforce (including employee morale and engagement). It also provides an early warning indicator for potential long term disability claims. Any reduction in the sick time rate infers avoidance of sick relief costs.

What Is the Target?

A five per cent reduction (26) in the number of sick leave hours per FTE in 2010-11, compared to the previous fiscal year.

How Are We Doing?

Sick leave hours per FTE have decreased and are now on target.

What Actions Are We Taking?

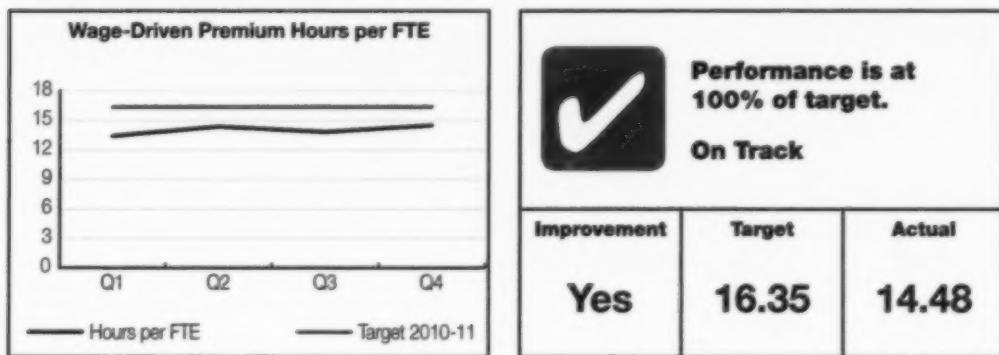
Work continues on a Lean project related to the RQHR's Attendance Support Program. This will enhance our ability to assist staff in attending work on a regular basis. The continued organizational focus on absenteeism and creating healthy and safe workplaces will assist the RQHR in achieving the targets set for reducing the use of sick time.

Progress in 2010-11

Strategic Priority: Healthy Workplace

Building a Healthy Organization that Supports Safety for All and Quality Client Care

Improve staff workplace safety



What Is Being Measured?

Indicator: Number of wage-driven premium hours per full-time equivalent (FTE).

Definition: Wage-driven premium (WDP) hours are the amount of hours worked by an employee for which they receive premium pay. These include pay associated with overtime, consecutive weekend worked, earned time off, overtime on statutory holidays and call back. This indicator measures the average wage-driven premium hours worked per each RQHR FTE. WDP hours do not include banked regular overtime.

Calculation:

$$\frac{\text{Total wage-driven premium hours}}{\text{Total FTEs}}$$

Data Source: RQHR Finance

Why Is This of Interest?

The RQHR has one of the highest rates of WDP hours among health regions in the province. Not only is this financially problematic, the pressure on employees to maintain a

high standard of care and service may be compromised by continual overtime hours.

What Is the Target?

A 12.2 per cent reduction compared to the 2009-10 fiscal year.

How Are We Doing?

Our target for 2010-11 was 65.43 hours per FTE, or approximately 16.35 hours per FTE per quarter. The 2010-11 fourth quarter average was 14.48 hours per FTE, which significantly exceeded our target.

What Actions Are We Taking?

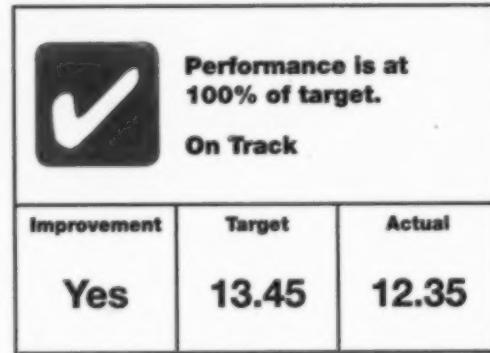
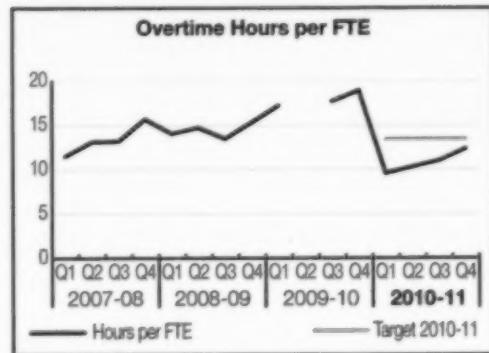
We have chosen to focus initially on reducing overtime expenditures. Please see *Building a Healthy Organization that Supports Safety for All and Quality Client Care* (page 49) regarding overtime hours for details. Other initiatives will be developed and implemented through the course of the year.

Progress in 2010-11

Strategic Priority: Healthy Workplace

Building a Healthy Organization that Supports Safety for All and Quality Client Care

Improve staff workplace safety



What Is Being Measured?

Indicator: Number of overtime (OT) hours per full time equivalent (FTE).

Definition: Average number of hours worked per FTE for which he or she receives an overtime rate. Overtime hours do not include banked regular overtime.

Calculation:

$$\frac{\text{Total OT hours worked}}{\text{Total FTEs}}$$

Data Source: Ministry of Health (2007-08 to 2009-10) / RQHR Finance (2010-11)

Why Is This of Interest?

Overtime is a key driver of wage driven premiums in the RQHR. Excessive amounts of overtime can impact quality of care and contribute to staff illness, injury, poor morale, and increased cost.

What Is the Target?

A 25 per cent reduction compared to 2009-10 fiscal year.

How Are We Doing?

Our target for 2010-11 is approximately 13.45 hours per FTE per quarter. The 2010-11 fourth quarter average is 12.35 hours per FTE, which significantly surpasses our target.

What Actions Are We Taking?

We are pursuing a comprehensive strategy for reducing overtime hours. This includes:

- Providing unit, department and portfolio level metrics and analysis to managers, directors, executive directors and vice presidents regarding overtime performance;
- Establishing performance targets; and
- Identifying areas with the greatest pressure in order to facilitate targeted support in addressing overtime challenges.

Progress in 2010-11

Strategic Priority: Healthy Workplace

Aligning Workplace Diversity with our Community

Increase staff representation of self-declared visible minority



What Is Being Measured?

Indicator: Percentage of self-declared visible minority employees.

Calculation:

$$\left(\frac{\text{Total # of self-declared visible minority employees}}{\text{Total number employees}} \right) \times 100$$

Data Source: Workforce Planning and Employment (VIP database)

Why Is This of Interest?

Creating a workplace that aligns workplace diversity with our community is a strategic priority for our region. We seek a workplace where individuals work together respectfully, and take pride in contributing to the positive client experience and achieving the organization's goals.

What Is the Target?

A 10 per cent improvement (12.2%) compared to 2009-10 fiscal year.

How Are We Doing?

In the fourth quarter of 2010-11, the percentage of self-declared visible minority employees was 11.8 per cent. This is below the target of 12.2 per cent set for 2010-11.

What Actions Are We Taking?

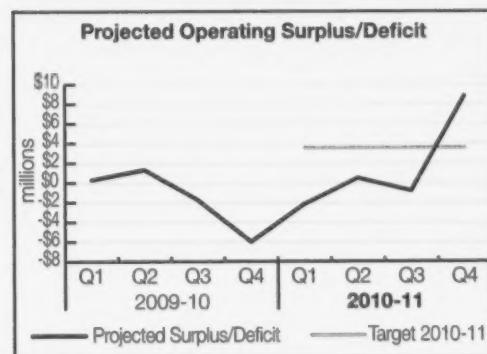
- We have integrated RQHR's Representative Workforce Unit into Employment Services to align staffing practices with our Representative Workforce Policy (RWP) principles and objectives;
- We have begun revisions on the RWP;
- We are engaged in targeted training strategies in partnership with aboriginal training institutions; and
- We have established a cultural competency consultant to provide strategic direction in developing our organizational capacity for workplace diversity.

Progress in 2010-11

Strategic Priority: Healthy Business

Ensuring Responsible Resource Management & Stewardship

Achieve balanced budget at year-end



Performance is at 100% of target.

On Track

Improvement	Target	Actual
Yes	\$3.581 million	\$8.815 million

What Is Being Measured?

Indicator: Projected operating surplus / (deficit).

Definition: The region's projected operating surplus (or deficit) at the end of a specified time period.

Calculation: Total projected operating revenues less total projected operating expenditures.

Data Source: RQHR Finance

Why Is This of Interest?

The Ministry of Health provides the region with the majority of its funding. In order to ensure effective management and sound stewardship of its financial resources, the region must monitor expenditures compared to revenue. Sustainability of quality health care services relies on the region being able to provide service within its funding constraints. Monitoring of the projected operating surplus/ (deficit) will ensure timely corrective action is taken, if necessary.

What Is the Target?

The region targeted a surplus of \$3.581 million for 2010-11.

How Are We Doing?

The region achieved a surplus of \$8.815 million as of March 31, 2011.

What Actions Are We Taking?

Analysis of significant variances is ongoing. Additional funding opportunities are being explored with the Ministry of Health.

Management Report

May 25, 2011

REGINA QU'APPELLE HEALTH REGION REPORT OF MANAGEMENT

The accompanying financial statements are the responsibility of management and are approved by the Regina Qu'Appelle Regional Health Authority. The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity include amounts based on estimates and judgments. The financial information presented in the annual report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the region's assets are safeguarded and the financial records are relevant and reliable.

The authority delegates the responsibility of reviewing the financial statements and overseeing management's performance in financial reporting to the Committee of the Whole. The Committee of the Whole meets with the authority, management and the external auditors to discuss and review financial matters and recommends the financial statements to the authority for approval. The authority approves the annual report and, with the recommendation of the Committee of the Whole, approves the financial statements.

The appointed auditor conducts an independent audit of the financial statements and has full and open access to the Committee of the Whole. The auditor's report expresses an opinion on the fairness of the financial statements prepared by management.



Dwight Nelson
Chief Executive Officer



Mike Higgins
Interim Chief Financial Officer



Provincial Auditor Saskatchewan

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Internet E-mail: info@auditor.sk.ca

SASKATCHEWAN

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of the Regina Qu'Appelle Regional Health Authority, which comprise the statement of financial position as at March 31, 2011, and the statements of operations and changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

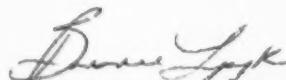
My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Regina Qu'Appelle Regional Health Authority as at March 31, 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.


Bonnie Lysyk, MBA, CA•CIA
Provincial Auditor

Regina, Saskatchewan
May 25, 2011

Financial Overview

In fiscal 2010-11, the Regina Qu'Appelle Health Region (RQHR) recorded an actual surplus of \$8.8 million compared to a budgeted surplus of \$3.6 million. The favourable variance of \$5.2 million was largely due to revenues in excess of target. Through diligent fiscal management, the region was able to contain increases to its non-salary expenditures to less than 0.5 per cent over 2009-10. The organization's leadership is committed to increasing efficiencies in the region in order to reduce expenditures and maximize productivity. The region was successful in increasing volumes in areas of high demand, such as surgeries and diagnostic exams, while at the same time reducing salary-related premium costs during 2010-11.

Expenditures

The region incurred operating expenditures of \$851.6 million in 2010-11, a 4.1 per cent increase over 2009-10, compared to budgeted expenditures of \$825.0 million. Salary and benefit costs of \$628.1 million, including medical remuneration, accounted for 73.8 per cent of total operating expenditures. Through a focus on wage-driven premium costs in 2010-11, the region was successful in reducing expenditures due to premium costs by \$2.6 million.

The region continued to experience salary and benefit costs in excess of budget during 2010-11. Paid full-time equivalents increased over last fiscal year by 1.4 per cent resulting in an unfavourable variance of approximately \$4 million. The region was able to negotiate favourable utility contracts, primarily in natural gas, resulting in a utility surplus of \$1.2 million. Medical remuneration contributed to the overall surplus by approximately \$1.3 million, due primarily to physician vacancies. The region continues to actively recruit to fill those vacancies.

Capital expenditures for 2010-11 totalled \$35.3 million with approximately 80 per cent of funding provided by the Ministry of Health. The remainder of the funding was provided by various sources, such as foundations and rural trust contributions.

The region provides funding to prescribed health care organizations and other third parties for the provision of health care services. See Note 10 b) of the audited financial statements for a complete listing of third party funding.

Revenues

The region received operating revenue totalling \$860.4 million for 2010-11, an increase of 4.1 per cent over 2009-10. Budgeted revenue for 2010-11 was \$828.6 million, resulting in a favourable revenue variance of \$31.8 million. The majority of the favourable variance was due to retroactive funding received from the Ministry of Health for collective bargaining increases. Contracts settled during the 2010-11 year included the Provider Group and Saskatchewan Medical Association. The region also received funding for the provincial Out of Scope Compensation Plan. These revenues were not included in the budgeted revenues for 2010-11, thus resulting in the favourable variance.

Revenues also exceeded target in the areas of service fees due to increasing volumes in areas such as Emergency Medical Services. An increase to the number of in-patient days and outpatient visits

from clients from other provinces and outside of Canada impacted the favourable variance, as well.

Special Funds

The RQHR is responsible for community trust funds that were transferred to the regional health authority (RHA) in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations in 1992. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately on the audited financial statements. Use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations. A listing of the community trust funds is included on the Schedule of Externally Restricted Funds (Schedule 3) of the audited financial statements.

Loans and Guaranteed Debt

The RQHR currently holds mortgages financed by Canada Mortgage and Housing Corporation on several of the supportive care homes. For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security. Security for the loans was given in the form of promissory notes, general security agreements, assignments of fire insurance and board resolutions.

A demand loan to finance the construction of the Medical Office Building was negotiated in 1999. This project is considered to be self-financing over a 20-year period and the loan is secured through assignment of rent receipts. Interest is at bank prime less .375 per cent. There is a remaining eight-year amortization on this loan.

Detailed information on the outstanding loan and mortgages is included in Note 5 – Mortgage and Loans Payable in the Notes to the Financial Statements.

STATEMENT OF FINANCIAL POSITION

As at March 31, 2011

	Restricted Funds			Total 2011	Total 2010
	Operating Fund	Capital Fund	Community Trust Fund		(Note 19)
ASSETS					
CURRENT ASSETS					
Cash & short-term investments (Schedule 2)	\$ 54,333,968	\$ 27,008,383	\$ 595,852	\$ 81,938,203	\$ 69,484,129
Accounts receivable					
Ministry of Health – General Revenue Fund	2,371,036	993,508	–	3,364,544	4,851,377
Other	13,521,254	830,939	47,530	14,399,723	18,575,423
Due to/from other funds	15,333	117,488	(132,821)	–	–
Inventory (Note 2(f))	4,519,120	–	–	4,519,120	5,304,456
Prepaid expenses	7,699,325	–	–	7,699,325	4,401,124
	82,460,036	28,950,318	510,561	111,920,915	102,616,509
Investments (Notes 2(l) & 15(c) & Schedule 2)	–	–	1,472,229	1,472,229	1,439,248
Due from local governments (Note 5)	–	56,764	–	56,764	61,314
Capital assets (Notes 2(d) and 3)	–	346,459,553	–	346,459,553	348,727,976
Total Assets	<u>\$ 82,460,036</u>	<u>\$ 375,466,635</u>	<u>\$ 1,982,790</u>	<u>\$ 459,909,461</u>	<u>\$ 452,845,047</u>
LIABILITIES AND FUND BALANCE					
CURRENT LIABILITIES					
Accounts payable	\$ 38,394,397	\$ 1,189,105	\$ –	\$ 39,583,502	\$ 41,150,718
Accrued salaries	26,395,674	–	–	26,395,674	38,314,201
Vacation payable	43,862,456	–	–	43,862,456	43,513,992
Long-term debt & mortgages – current (Note 5)	–	1,943,450	–	1,943,450	807,051
Deferred revenue (Note 6)	34,749,647	–	–	34,749,647	18,332,881
	143,402,174	3,132,555	–	146,534,729	142,118,843
Debentures (Note 7)	–	2,085,294	–	2,085,294	2,027,100
Long-term debt & mortgages (Note 5)	–	6,999,710	–	6,999,710	9,072,340
Total Liabilities	<u>143,402,174</u>	<u>12,217,559</u>	<u>–</u>	<u>155,619,733</u>	<u>153,218,283</u>
Fund Balances					
Invested in capital assets	–	335,431,099	–	335,431,099	336,821,485
Externally restricted (Note 2(b) & Schedule 3)	–	26,937,437	1,982,790	28,920,227	26,698,535
Internally restricted (Note 16 & Schedule 4)	4,960,291	880,540	–	5,840,831	2,257,393
Unrestricted	(65,902,429)	–	–	(65,902,429)	(66,150,649)
Total Fund Balances (Statement 2)	<u>(60,942,138)</u>	<u>363,249,076</u>	<u>1,982,790</u>	<u>304,289,728</u>	<u>299,626,764</u>
Total Liabilities and Fund Balances	<u>\$ 82,460,036</u>	<u>\$ 375,466,635</u>	<u>\$ 1,982,790</u>	<u>\$ 459,909,461</u>	<u>\$ 452,845,047</u>

Commitments (Note 4)

Mortgages (Note 5)

Pension Plan (Note 12)

Asset Retirement Obligations (Note 4)

Approved by the Board of Directors:


Lloyd Boutilier
Chairperson, Regina Qu'Appelle Regional Health Authority

Jacqueline Carter
Vice Chairperson, Regina Qu'Appelle Regional Health Authority

The accompanying notes and schedules are part of these financial statements.

Statement 2

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

For the year ended March 31, 2011

	Operating Fund			Restricted Funds			
	Budget 2011 (Note 13)	2011	2010 (Note 19)	Capital 2011	Community Trust 2011	Total 2011	Total 2010 (Note 19)
REVENUES							
Ministry of Health – general	\$757,328,896	\$778,310,700	\$726,178,914	\$ 23,475,298	\$ –	\$ 23,475,298	\$ 16,574,722
Other Provincial	5,253,268	7,914,337	18,453,701	439,601	–	439,601	1,988,269
Federal Government	8,117,435	7,611,065	8,009,940	–	–	–	–
Funding from Other Provinces	–	–	–	–	–	–	–
Special Funded Programs	4,642,175	4,777,888	5,006,953	–	–	–	–
Patient Fees	23,480,973	25,029,073	23,590,484	–	–	–	–
Out of Province (Reciprocal)	7,686,435	8,084,480	7,596,667	–	–	–	–
Out of Country	976,390	1,309,352	570,690	–	–	–	–
Donations	307,000	1,745,962	796,068	5,429,637	33,288	5,462,925	3,287,696
Investment	–	609,302	243,432	–	74,479	74,479	84,528
Ancillary	6,136,652	6,019,531	5,961,394	–	–	–	–
Recoveries	5,931,102	10,167,579	6,698,650	–	–	–	–
Unrealized Gain (Loss) – Financial Instruments	–	–	–	–	3,333	3,333	(9,024)
Other	8,719,180	8,806,788	8,675,196	2,917,941	–	2,917,941	241,288
Total Revenues	828,579,506	860,386,057	811,782,089	32,262,477	111,100	32,373,577	22,167,479
EXPENSES							
Province Wide Acute Care Services	62,814,089	61,025,812	60,288,424	4,272,900	–	4,272,900	4,165,000
Acute Care Services	381,767,668	403,685,632	388,801,475	20,352,148	20,628	20,372,776	18,291,856
Physician Compensation – Acute	56,706,753	62,184,625	53,050,498	–	–	–	–
Supportive Care Services	153,395,338	152,771,610	150,082,899	4,317,208	74,696	4,391,904	2,416,782
Home Based Service – Supportive Care	18,932,216	19,114,140	17,775,710	82,029	–	82,029	192,892
Population Health Services	20,164,246	20,029,736	20,558,966	47,269	–	47,269	48,115
Community Care Services	26,782,665	27,592,334	24,163,953	121,964	–	121,964	121,987
Home Based Services - Acute & Palliative	10,809,347	11,638,977	13,176,113	40,402	–	40,402	40,803
Primary Health Care Services	14,220,088	12,712,349	13,537,951	587,749	28,769	616,518	869,506
Emergency Response Services	12,663,901	13,828,817	12,567,246	1,455,960	–	1,455,960	748,321
Mental Health Services – In-patient/Residential	11,092,564	11,433,342	11,282,272	331,843	–	331,843	377,230
Addictions Services – Residential	–	–	–	–	–	–	–
Physician Compensation – Community	6,639,838	5,995,037	5,606,943	–	–	–	–
Program Support Services	42,800,104	43,328,664	40,747,232	4,198,800	–	4,198,800	3,580,103
Special Funded Programs	4,826,125	5,326,107	4,851,848	–	–	–	–
Ancillary	1,383,502	904,200	1,282,883	480,946	–	480,946	465,216
Total Expenses (Schedule 1)	824,998,444	851,571,382	817,774,413	36,289,218	124,093	36,413,311	31,317,811
Excess (Deficiency) of revenue over expenses before the following items	\$ 3,581,062	8,814,675	(5,992,324)	(4,026,741)	(12,993)	(4,039,734)	(9,150,332)
Transfer Broadview Hospital Trust Fund to Broadview and District Healthcare Foundation	–	–	–	–	(111,977)	(111,977)	–
Excess (Deficiency) of revenue over expenses	8,814,675	(5,992,324)	(4,026,741)	(124,970)	(4,151,711)	(4,151,711)	(9,150,332)
Fund balances, beginning of year	(65,024,509)	(56,444,430)	362,432,156	2,219,117	364,651,273	364,651,273	371,213,850
Interfund transfers (Note 16)	(4,732,304)	(2,587,755)	4,843,661	(111,357)	4,732,304	4,732,304	2,587,755
Fund balances, end of year	\$ (60,942,138)	\$ (65,024,509)	\$ 363,249,076	\$ 1,982,790	\$ 365,231,866	\$ 364,651,273	

Statement 3

STATEMENT OF CASH FLOW

For the year ended March 31, 2011

	Operating Fund		Restricted Funds			Total 2010 (Note 19)
	2011	2010 (Note 19)	Capital	Community Trust	Total 2011	
Cash provided by (used in):						
Excess (deficiency) of revenues over expenses	\$ 8,814,675	\$ (5,992,324)	\$ (4,026,741)	\$ (124,970)	\$ (4,151,711)	\$ (9,150,332)
Net change in non-cash working capital (Note 8)	2,795,169	31,194,329	3,561,251	77,285	3,638,536	(382,291)
Amortization of capital assets	—	—	27,621,715	—	27,621,715	25,995,736
Investment income on long term investments	—	—	—	—	—	—
(Gain) loss on disposal of capital assets	—	—	125,886	—	125,886	(163,000)
	<u>11,609,844</u>	<u>25,202,005</u>	<u>27,282,111</u>	<u>(47,685)</u>	<u>27,234,426</u>	<u>16,300,113</u>
Purchase of capital assets						
Buildings/construction	—	—	(10,332,412)	—	(10,332,412)	(24,642,457)
Equipment	—	—	(15,494,146)	—	(15,494,146)	(13,477,831)
Proceeds on disposal of capital assets						
Buildings	—	—	219,100	—	219,100	111,640
Equipment	—	—	128,280	—	128,280	600,065
Disposal (purchase) of long-term investments	—	—	—	(32,981)	(32,981)	120,047
Disposal (purchase) of debentures payable	—	—	58,194	—	58,194	(8,000)
Repayment of debt	—	—	(936,231)	—	(936,231)	(817,200)
	<u>—</u>	<u>—</u>	<u>(26,357,215)</u>	<u>(32,981)</u>	<u>(26,390,196)</u>	<u>(38,113,736)</u>
Net increase (decrease) in cash & short-term investments during the year	11,609,844	25,202,005	924,896	(80,666)	844,230	(21,813,623)
Cash & short-term investments, beginning of year	47,456,428	24,842,178	21,239,826	787,875	22,027,701	41,253,569
Interfund transfers (Note 16)	(4,732,304)	(2,587,755)	4,843,661	(111,357)	4,732,304	2,587,755
Cash & short-term investments, end of year (Schedule 2)	\$ 54,333,968	\$ 47,456,428	\$ 27,008,383	\$ 595,852	\$ 27,604,235	\$ 22,027,701

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

For the year ended March 31, 2011

	Budget 2011	Actual 2011	Actual 2010
(Note 19)			
Operating			
Advertising & public relations	\$ 396,001	\$ 186,545	\$ 410,550
Board costs	175,586	145,297	148,242
Compensation - benefits	88,474,337	91,868,409	86,133,387
Compensation - salaries	446,236,271	467,440,539	449,540,111
Continuing education fees & materials	911,152	607,759	663,904
Contracted out services	1,374,724	7,691,287	1,334,111
Diagnostic imaging supplies	1,724,061	1,826,426	1,683,283
Dietary supplies	86,033	68,603	68,320
Drugs	13,491,684	13,702,502	13,642,084
Food	7,846,351	7,370,263	7,521,787
Grants to ambulance services	2,401,136	2,422,364	2,393,486
Grants to health care organizations	56,810,966	56,777,473	56,318,573
Housekeeping & laundry supplies	2,829,073	2,808,743	2,752,989
Information technology contracts	4,060,978	4,238,374	4,079,728
Insurance	1,944,403	1,767,091	1,761,427
Interest	280,293	208,288	200,051
Laboratory supplies	5,151,585	5,140,366	5,179,731
Medical and surgical supplies	39,594,924	40,898,374	40,129,889
Medical remuneration & benefits	63,108,966	68,225,174	58,569,852
Meetings	160,996	271,283	95,555
Office supplies and other office costs	4,342,300	4,652,360	4,473,034
Other	9,689,455	6,983,889	6,199,216
Professional fees	14,139,078	8,325,477	14,615,837
Prosthetics	20,116,757	18,156,699	19,602,059
Purchased salaries	654,179	628,122	558,648
Rent / lease / purchase costs	6,408,599	7,685,975	7,099,458
Repairs and maintenance	10,225,734	11,017,143	10,427,175
Service contracts	1,740,960	1,539,007	1,587,342
Supplies - other	3,358,824	3,136,351	3,582,910
Therapeutic supplies	1,075,360	1,159,964	1,003,492
Travel	4,094,149	3,725,164	4,617,146
Utilities	12,093,527	10,896,071	11,381,036
	<u>\$ 824,998,442</u>	<u>\$ 851,571,382</u>	<u>\$ 817,774,413</u>
Restricted			
Amortization	\$ 27,621,715	\$ 25,995,736	
(Gain) loss on disposal of fixed assets	125,886	(163,000)	
Mortgage interest expense	405,578	439,100	
Other	8,260,132	5,045,975	
	<u>\$ 36,413,311</u>	<u>\$ 31,317,811</u>	

SCHEDULE OF INVESTMENTS

As at March 31, 2011

	Amount	Maturity	Effective Rate
Restricted Investments			
Cash and Short-Term			
Savings Accounts			
Cash	\$ 77		
B2B Trust High Interest Savings	54,875		
Bank of Montreal	27,008,383		
Manulife Bank	778		
Renaissance Money Market	209,470		
	<u>27,273,583</u>		
Investments			
Canadian Imperial Bank of Commerce	10,825	23-Dec-11	4.15%
HSBC Bank Canada	68,344	18-Aug-11	4.20%
ICICI Bank	7,879	18-Aug-11	4.32%
ICICI Bank	157,651	23-Sep-11	4.30%
Laurentian Bank of Canada	25,953	13-Jun-11	4.20%
National Trust Company	60,000	23-Sep-11	4.20%
	<u>330,652</u>		
Long-Term			
B2B Trust	\$ 94,376	30-Sep-13	2.95%
B2B Trust	50,000	24-Mar-14	2.25%
Canadian Western Bank	16,693	27-Aug-12	2.00%
Canadian Imperial Bank of Commerce	56,391	10-Jan-13	2.30%
HSBC Bank Canada	60,144	30-Sep-14	3.25%
ICICI Bank	126,956	20-Aug-12	4.42%
ICICI Bank	100,802	27-Aug-13	2.43%
ICICI Bank	30,000	15-Sep-14	2.73%
Laurentian Bank of Canada	60,144	1-Oct-12	2.50%
Manulife Bank	127,183	15-Sep-14	2.70%
Montreal Trust	72,430	24-Mar-15	2.85%
National Bank of Canada	138,432	11-Jun-12	2.86%
National Bank of Canada	196,672	11-Jun-13	3.46%
Saskatchewan Savings Bonds	342,006	15-Jul-12	4.20%
	<u>1,472,229</u>		
Total Restricted Investments	<u><u>\$ 29,076,464</u></u>		
Unrestricted Investments			
Cash and Short-Term			
Savings Accounts			
Cash on Hand	\$ 93,176		
Petty Cash	58,930		
Bank of Montreal	53,917,496		
Broadview Credit Union	706		
Canadian Imperial Bank of Commerce	42,853		
Cornerstone Credit Union	1,590		
Harris Bank	46,781		
Raymore Credit Union	52		
Royal Bank of Canada	155,576		
TD Canada Trust	1,808		
	<u>54,318,968</u>		
Investments			
Royal Bank	15,000	16-Aug-11	0.00%
Total Unrestricted Investments	<u><u>\$ 54,333,968</u></u>		
Cash & short-term investments	<u><u>\$ 81,938,203</u></u>		
Long-term investments	<u><u>1,472,229</u></u>		
Total Investments	<u><u>\$ 83,410,432</u></u>		

Schedule 3

SCHEDULE OF EXTERNALLY RESTRICTED FUNDS

For the year ended March 31, 2011

	Balance Beginning of Year	Investment & Other Revenue	Donations, Grants, & Transfers	Expenses	Transfer to investment in capital asset	Transfer to External Foundation	Balance End of Year
Community Trust Fund							
Broadview Centennial Lodge	\$ 239,999	\$ 9,825	\$ 5,716	\$ 37,410	\$ -	\$ -	\$ 218,130
Broadview Union Hospital	174,251	4,128	8,495	8,860	-	111,977	66,037
Eastern Saskatchewan Pioneer Lodge	13,482	-	330	-	-	-	13,812
Golden Prairie Home	442,409	13,542	775	32,828	66,573	-	357,325
Grenfell Area	415,738	13,456	1,234	-	-	-	430,428
Home Care	4,546	-	10,960	-	7,247	-	8,259
Indian Head Hospital	18,574	474	760	-	-	-	19,808
Lakeside Home	8,041	-	110	-	-	-	8,151
Montmartre Health Centre	78,834	5,283	260	272	-	-	84,105
Moosomin Union Hospital	124,402	2,788	965	(106)	-	-	128,261
St. Joseph's Integrated Care Centre	111,762	6,364	-	4,563	-	-	113,563
Whitewood Health Centre	139,684	2,624	2,842	28,769	-	-	116,381
Wolseley Memorial Hospital	447,395	19,328	841	11,497	37,537	-	418,530
	<u>\$ 2,219,117</u>	<u>\$ 77,812</u>	<u>\$ 33,288</u>	<u>\$ 124,093</u>	<u>\$ 111,357</u>	<u>\$ 111,977</u>	<u>\$ 1,982,790</u>
Capital Fund							
Balcarres Integrated Care Centre	\$ 28,550	\$ 559	\$ 6,429	\$ 3,101	\$ -	\$ -	\$ 32,437
Echo Lodge	29,247	1,004	68,761	5,663	-	-	93,349
Home Care	2,707	-	-	-	-	-	2,707
Hospitals of Regina Foundation	120,359	-	-	-	12,565	-	107,794
Silver Heights Special Care Home	18,606	1,614	15,266	2,082	-	-	33,404
St. Joseph's Care Centre	10,661	-	1,820	127	-	-	12,354
Wascana Rehab Centre	135,428	50,939	-	-	-	-	186,367
Saskatchewan Health Block Funding	(45,458)	-	45,458	-	-	-	-
Saskatchewan Health Building Systems	165,788	-	-	-	119,625	-	46,163
Saskatchewan Health Capital Construction	(347,368)	600,246	15,603,346	425,538	6,115,859	-	9,314,827
Saskatchewan Health Capital Equipment	6,549,745	1,791,123	12,646,240	169,492	13,663,214	-	7,154,402
Saskatchewan Health Dedicated IT Funding	176,635	259,539	909,476	757,449	182,106	-	406,095
Saskatchewan Health RIS/PAC	1,132,983	77,036	-	115,437	(115,437)	-	1,210,019
Saskatchewan Health Patient Streaming Renovations	(505,617)	-	1,133,214	-	627,597	-	-
Saskatchewan Health Project Hope	(30,494)	-	137,095	-	106,601	-	-
Saskatchewan Health EMS	1,067,525	-	(5,130)	-	698,387	-	364,008
Saskatchewan Health Lakeside Home	536,000	-	2,211	-	538,211	-	-
Saskatchewan Health VFA	20,104,689	213,975	-	6,532,909	3,221,598	-	10,564,157
Capital funded by future operating surpluses	(4,670,568)	40,817	3,358,461	1,533,742	(214,386)	-	(2,590,646)
	<u>\$ 24,479,418</u>	<u>\$ 3,036,852</u>	<u>\$ 33,922,647</u>	<u>\$ 9,545,540</u>	<u>\$ 24,955,940</u>	<u>\$ -</u>	<u>\$ 26,937,437</u>
Total Externally Restricted Funds	\$ 26,698,535	\$ 3,114,664	\$ 33,955,935	\$ 9,669,633	\$ 25,067,297	\$ 111,977	\$ 28,920,227

Schedule 4

SCHEDULE OF INTERNALLY RESTRICTED FUND BALANCES

For the year ended March 31, 2011

	Balance Beginning of Year	Investment Income Allocation	Allocation from unrestricted fund	Transfer to unrestricted fund (expenses)	Transfer to investment in capital	Balance End of Year
CAPITAL						
SHC Replacement Reserves						
Balcarres Integrated Care Centre	\$ 108,000	\$ -	\$ -	\$ -	\$ -	\$ 108,000
Eastern Saskatchewan Pioneer Lodge	103,233	-	(103,233)	-	-	-
Echo Lodge	230,415	-	32,830	-	-	263,245
Golden Prairie Home	115,790	-	-	-	-	115,790
Silver Heights	77,500	-	-	-	-	77,500
Whitewood Community Health Centre	33,768	-	7,700	-	-	41,468
Regina Village Rentals	<u>462,547</u>	<u>-</u>	<u>61,380</u>	<u>129,245</u>	<u>120,145</u>	<u>274,537</u>
	<u>\$ 1,131,253</u>	<u>\$ -</u>	<u>\$ (1,323)</u>	<u>\$ 129,245</u>	<u>\$ 120,145</u>	<u>\$ 880,540</u>
OPERATING						
Information Technology Systems	\$ 922,457	\$ -	\$ -	\$ -	\$ 146,467	\$ 775,990
Renovations & Construction	188,683	-	-	-	19,382	169,301
Capital Equipment	<u>15,000</u>	<u>-</u>	<u>4,000,000</u>	<u>-</u>	<u>-</u>	<u>4,015,000</u>
	<u>\$ 1,126,140</u>	<u>\$ -</u>	<u>\$ 4,000,000</u>	<u>\$ -</u>	<u>\$ 165,849</u>	<u>\$ 4,960,291</u>
Total Internally Restricted Funds	<u>\$ 2,257,393</u>	<u>\$ -</u>	<u>\$ 3,998,677</u>	<u>\$ 129,245</u>	<u>\$ 285,994</u>	<u>\$ 5,840,831</u>

Schedule 5

CONSOLIDATED SCHEDULES OF BOARD REMUNERATION

For the year ended March 31, 2011

	Retainer	Per Diem	Travel Time Expenses	Travel & Sustenance Expenses	Other Expenses	CPP	2011 Total	2010 Total
Boutilier, L. Chairperson	\$ 9,960	\$ 15,712	\$ 2,419	\$ 1,531	\$ 5,414	\$ 1,217	\$ 36,253	\$ 34,862
Barber, B.	—	4,750	850	928	353	117	6,998	8,558
Carter, J.	—	6,225	1,438	1,817	694	288	10,462	13,186
Bryant, C.	—	5,900	25	120	608	117	6,770	12,838
Dixon, L.	—	7,725	2,313	2,438	3,432	341	16,249	12,946
Elford, L.	—	7,125	1,237	836	1,898	230	11,326	8,767
Everett, M.	—	7,525	3,413	3,135	8,211	—	22,284	19,973
Hunter, B.	—	3,425	150	168	316	47	4,106	4,818
Quinlan, S.	—	7,050	250	290	328	—	7,918	13,521
Semenchuk, G.	—	4,525	112	180	354	—	5,171	3,530
Woidyla, P.	—	4,600	1,022	1,206	866	129	7,823	6,765
	\$ 9,960	\$ 74,562	\$ 13,229	\$ 12,649	\$ 22,474	\$ 2,486	\$ 135,360	\$ 139,764

SENIOR MANAGEMENT SALARIES, BENEFITS, ALLOWANCES AND SEVERANCE

For the year ended March 31, 2011

	2011						2010		
	Salaries ¹	Vacation Payout ^{1,3}	Benefits & Allowances ²	Sub-total	Severance Amount	Total	Salaries, Benefits & Allowances ^{1,2}	Severance	Total
Dwight Nelson, President & Chief Executive Officer	\$ 376,700	\$ —	\$ 9,120	\$ 385,820	\$ —	\$ 385,820	\$ 305,921	\$ —	\$ 305,921
Joy Dobson, Senior Medical Officer	168,454	1,043	4,266	173,763	—	173,763	155,473	—	155,473
Mike Higgins, Vice President, Human Resources & Acting Chief Financial Officer	225,434	—	6,066	231,500	—	231,500	178,361	—	178,361
Valerie Hunko, Vice President, Rural, Restorative & Continuing Care	198,589	—	6,241	204,830	—	204,830	145,087	—	145,087
Carol Klassen, Vice President, Knowledge and Technology Services	215,740	—	6,066	221,806	—	221,806	178,658	—	178,658
Diane Larivée, Vice President, Specialty Care	206,937	—	6,066	213,003	—	213,003	162,969	—	162,969
Susan Neville, Vice President, Clinical Support	207,715	—	6,066	213,781	—	213,781	162,969	—	162,969
Michael Redenbach, Vice President, Primary Health Care	207,953	—	6,066	214,019	—	214,019	162,621	—	162,621
Christina Vuksic, Senior Medical Officer	265,567	—	6,066	271,633	—	271,633	247,366	—	247,366
Randy Stephanson, former Vice President & CFO (Resigned Dec. 2010)	148,632	5,823	4,039	158,494	—	158,494	182,026	—	182,026
	\$ 2,221,721	\$ 6,866	\$ 60,062	\$ 2,288,649	\$ —	\$ 2,288,649	\$ 1,881,451	\$ —	\$ 1,881,451

1 Salaries include regular base pay, overtime, honoraria, sick leave, vacation leave, and merit or performance pay, lumpsum payments, and any other direct cash remuneration.

2 Benefits & allowances include the employer's share of amounts paid for the employees' benefits and allowances that are taxable to the employee. This includes: professional development, education for personal interest, non-accountable relocation benefits, personal use of an automobile, cell phone, computer, etc., as well as any other taxable benefits.

3 Out of scope employees were offered a voluntary payout of prior years' outstanding vacation in 2010-11.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2011

1) LEGISLATIVE AUTHORITY

The Regina Qu'Appelle Regional Health Authority (RHA) operates under *The Regional Health Services Act* (The Act) and is responsible for the planning, organization, delivery, and evaluation of health services it is to provide within the geographic area known as Regina Qu'Appelle Health Region under section 27 of The Act. The Regina Qu'Appelle Regional Health Authority is a non-profit organization and is not subject to income and property taxes from federal, provincial and municipal levels of government. The RHA is a registered charity under *The Income Tax Act* of Canada.

2) SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies.

a) Health Care Organizations

i) The RHA has agreements with and grants funding to the following prescribed health care organizations (HCOs) and third parties to provide health services:

615672 Saskatchewan Ltd. (Touchwood EMS)	Mobile Crisis Services, Inc.
Aboriginal Family Service Centre	North Central Community Association
Autism Resource Centre	Phoenix Residential Society
Backlin's Ambulance Service Ltd.	Planned Parenthood Regina
Canadian Red Cross	Prairie Ambulance Care (1998) Ltd.
City of Regina	Rainbow Youth Centre
Cosmopolitan Activity Centre	Raymore Community Health & Social Centre
Cupar Lions Volunteer Ambulance	Regina Palliative Care Inc.
Cypress Health Region	Regina Recovery Homes Inc.
Ehlo Community Services	Salvation Army Waterston Centre
Five Hills Health Region	Saskatoon Health Region
Extendicare (Canada) Inc.	Student Energy in Action for Regina Community Health Inc.
Hope's Home Inc.	Soo Line Ambulance Association
Hutch Ambulance Service	Sun Country Health Region
Imperial & District Ambulance	Sunrise Health Region
JT Ambulance Service Ltd.	University of Regina
Lumsden & Craven Seniors' Program Inc.	Valley Ambulance Care Ltd.
Mental Health Association / Regina Branch Inc.	
Milestone Assisted Living Advisory Board	

Note 10 b) i) provides disclosure of payments to HCOs and third parties.

- ii) The following affiliates are incorporated as follows (and are registered charities under The Income Tax Act):

All Nations' Healing Hospital Inc.	The Regina Lutheran Housing Corporation
Cupar and District Nursing Home Inc.	The Salvation Army William Booth Special
Lumsden & District Heritage Home Inc.	Care Home
Santa Maria Senior Citizen's Home Inc.	The Qu'Appelle Diocesan Housing Company

The RHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the RHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the RHA financial statements. Alternately, Note 10 b) ii) provides supplementary information on the financial position, results of operations, and cash flows of the affiliates.

- iii) The Hospitals of Regina Foundation (the Foundation) is a non-controlled not-for-profit entity that raises funds for programs and equipment for facilities under the Regina Qu'Appelle Health Region. The Foundation is incorporated under the *Non-Profit Corporations Act* and is a registered charity under *The Income Tax Act*.

The activities of the Foundation are not consolidated into the RHA financial statements. Alternately, Note 10 b) iii) provides supplementary information on the financial position, results of operations, and cash flows of the Foundation.

b) Fund Accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for revenues. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

- i) Operating Fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health – General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

- ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues from Saskatchewan Health – General Revenue Fund provided for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

- iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately and use of

the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

c) Revenue

Unrestricted revenues are recognized as revenue in the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted revenue related to general operations are recorded as deferred revenue and recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

d) Capital Assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

Buildings	2% to 10%
Leasehold improvements	2.5% to 33%
Equipment	5% to 30%

Donated capital assets are recorded at their fair value at the date of contribution.

e) Asset Retirement Obligations

Asset retirement obligations are legal obligations associated with the retirement of tangible long-lived assets. Asset retirement obligations are recorded when they are incurred if a reasonable estimate of fair value can be determined. Accretion (interest) expense is the increase in the obligation due to the passage of time. The associated retirement costs are capitalized as part of the carrying amount of the asset and amortized over the asset's remaining useful life.

f) Inventory

Inventory consists of general stores, pharmacy, and linen. All inventories are held at the lower of cost or net realizable value. Cost of general stores and linen inventory is determined on a weighted average basis. Pharmacy inventory cost is determined on the first in, first out basis.

g) Pension

Employees of the RHA participate in several multi-employer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly the RHA expenses all contributions it is required to make in the year.

h) Measurement Uncertainty

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

i) Financial Instruments

The RHA has classified its financial instruments into one of the following categories: held-for-trading, loans and receivables, or other liabilities.

All financial instruments are measured at fair value upon initial recognition. The fair value of a financial instrument is the amount at which the financial instrument could be exchanged in an arm's-length transaction between knowledgeable and willing parties under no compulsion to act. Subsequent to initial recognition, held-for-trading instruments are recorded at fair value with changes in fair value recognized in income. Loans and receivables and other liabilities are subsequently recorded at amortized cost. The classifications of the RHA's significant financial instruments are as follows:

- Cash is classified as held-for-trading.
- Accounts receivable are classified as loans and receivables.
- Investments are classified as held-for-trading. Transaction costs related to held-for-trading financial assets are expensed as incurred.
- Short-term bank indebtedness is classified as held-for-trading.
- Accounts payable, accrued salaries and vacation payable are classified as other liabilities.
- Long-term debt is classified as other liabilities. The related debt premium or discount and issue costs are included in the carrying value of the long-term debt and are amortized into interest expense using the effective interest rate method.

As at March 31, 2011 (2010 – none), the RHA does not have any outstanding contracts or financial instruments with embedded derivatives.

The RHA is exposed to financial risks as a result of financial instruments. The primary risks the RHA may be exposed to are:

- Price risks which include: Currency risk – affected by changes in foreign exchange rates; Interest rate risk – affected by changes in market interest rates; and Market risk – affected by changes in market prices, whether those changes are caused by factors specific to the individual instrument of the issuer or factors affecting all instruments traded in the market.
- Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.
- Liquidity risk is the risk that an entity will encounter difficulty in raising funds to meet commitments associated with financial instruments. This may result from an inability to sell a financial asset quickly at close to its fair value.
- Cash flow risk is the risk that future cash flows associated with a monetary financial instrument will fluctuate in amount.

The RHA has policies and procedures in place to mitigate these risks.

j) Replacement Reserves

The RHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in these reserve balances during the year.

3) CAPITAL ASSETS

	March 31, 2011			March 31, 2010
	Cost	Amortization	Net Book Value	Net Book Value
Land	\$ 7,786,570	\$ -	\$ 7,786,570	\$ 7,321,281
Land & Leasehold Improvements	7,249,227	5,960,245	1,288,982	1,842,548
Buildings	447,282,990	192,964,484	254,318,506	234,935,593
Equipment	289,496,531	214,993,691	74,502,840	74,344,913
Construction in progress	8,562,655	-	8,562,655	30,283,641
	<u>\$ 760,377,973</u>	<u>\$ 413,918,420</u>	<u>\$ 346,459,553</u>	<u>\$ 348,727,976</u>

4) COMMITMENTS**a) Capital Asset Acquisitions**

At March 31, 2011 commitments for acquisitions of capital assets were \$7,734,329 (2010-\$9,066,214).

b) Operating Leases

Minimum annual payments under operating leases on property and equipment over the next five years are as follows:

2011-12	\$ 4,091,250
2012-13	2,657,071
2013-14	2,104,084
2014-15	1,623,362
2015-16	1,561,911

c) Asset Retirement Obligations

The RHA has no recorded liabilities for asset retirement obligations (2010 - \$0).

d) Contracted Health Service Operators

The RHA continues to contract on an ongoing basis with private health service operators to provide health services in the RHA similar to those provided in the year ended March 31, 2011. Note 10 b) provides supplementary information on health care organizations.

5) MORTGAGES AND LOANS PAYABLE

	Interest Rate	Repayment Terms	S.H.C. Subsidy	2011	2010
Balcarres Integrated Care Centre					
CMHC Due April 2015	8.000%	\$17,221 principal & interest	\$ -	\$ 60,010	\$ 71,991
Eastern Saskatchewan Pioneer Lodge					
					153,929
Echo Lodge					
CMHC Due September 2012	5.520%	\$59,166 principal & interest	21,089	501,852	532,701
CMHC Due January 2018	5.875%	\$10,688 principal & interest	-	60,184	67,158
CMHC Due January 2023	7.500%	\$3,243 principal & interest	-	25,534	26,839
Golden Prairie Home					
CMHC Due December 2013	5.140%	\$61,132 principal & interest	19,756	472,049	508,162
CMHC Due May 2024	7.625%	\$18,687 principal & interest	-	156,005	162,705
Regina Pioneer Village					
CMHC Due June 2015	4.390%	\$144,649 principal & interest	120,171	1,724,093	1,792,107
CMHC Due October 2015	4.170%	\$152,895 principal & interest	136,011	1,623,037	1,706,924
CMHC Due December 2022	7.875%	\$133,527 principal & interest	-	1,027,897	1,079,580
CMHC Due December 2017	5.750%	\$103,160 principal & interest	-	577,226	645,468
Medical Office Building					
Bank of Montreal - demand loan	1.875%	\$373,287 principal & interest	-	1,465,283	1,799,403
Silver Heights Special Care Home					
CMHC Due March 2013	5.380%	\$49,785 principal & interest	60,000	551,237	571,108
Whitewood Community Health Centre					
CMHC Due December 2013	5.140%	\$99,851 principal & interest	31,635	698,753	761,316
				\$ 8,943,160	\$ 9,879,391
		Less: Current portion		1,943,450	807,051
				\$ 6,999,710	\$ 9,072,340

Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security. Security for the loans was given in the form of promissory notes, general security agreements, assignments of fire insurance and board resolutions.

The RHA assumed responsibility for a loan agreement with Pacific and Western Bank of Canada, which was made on behalf of local governments that committed funds for the construction of the Balcarres Integrated Care Centre. The local governments provided signed agreements for the annual payment of their portion of the loan. The balance owing from local governments is \$56,764 (2010 - \$61,314).

The Medical Office Building demand loan was to finance the construction of the Medical Office Building. This project is considered to be self-financing over a 20-year period and the loan is secured through assignment of rent receipts. Interest is at bank prime less .375%. There is a remaining eight-year amortization on this loan.

Principal repayments required in each of the next five years are estimated as follows:

2011-12	\$ 816,977
2012-13	852,082
2013-14	888,830
2014-15	927,400
2015-16	629,822
2016 & subsequent	4,828,049

6) DEFERRED REVENUE

	Balance Beginning of Year	Add Amount Received	Less Prior Amount Recognized	Less Current Amount Recognized	Balance End of Year
Saskatchewan Health Initiatives					
Aboriginal Awareness	\$ 18,430	\$ 75,000	\$ 18,430	\$ 42,297	\$ 32,703
Aboriginal Health Transition Fund	189,223	—	106,160	—	83,063
Advanced Cardiac Life Support	5,031	—	2,150	—	2,881
Affiliate OOS Compression Funding	—	32,507	—	—	32,507
All Nations Healing Hospital	—	500,000	—	—	500,000
ANHH Provider Group Retro	194,000	—	194,000	—	—
Approved Home Enhancements	—	168,500	—	133,600	34,900
Autism Resource Centre	436,739	1,100,000	34,216	666,243	836,280
Bariatric Surgery Assessment	83,006	—	—	—	83,006
Brain Snacks	4,643	—	4,643	—	—
Cardiac Care	—	130,000	—	115,000	15,000
CDM Conference	2,560	—	2,560	—	—
Children's Mental Health: Outreach Services	115,659	—	57,806	—	57,853
Civic Pension Plan Settlement	—	5,000,000	—	—	5,000,000
Continuing Education & Professional Development	68,026	—	44,977	—	23,049
COPD Rehab Program	150,000	—	100,865	—	49,135
Crossing The Barriers Toward Improved Health Care	64,564	—	64,564	—	—
Distributive Education	—	860,000	—	—	860,000
Eagle Moon Comm Initiatives	141,962	—	141,962	—	—
Education Staff & Dementia Care	44,207	—	44,207	—	—
Extendicare Provider Group Retro	1,522,000	1,260,000	—	—	2,782,000
Facility Assessment Audits	16,178	—	16,178	—	—
GPH Quality Worklife Program	42,071	—	6,813	—	35,258
Greystone Bereavement Centre	750,000	—	250,000	—	500,000
Healthline	575,070	4,468,229	285,424	4,418,229	339,646

	Balance Beginning of Year	Add Amount Received	Less Prior Amount Recognized	Less Current Amount Recognized	Balance End of Year
Saskatchewan Health Initiatives					
HIV Strategy	–	399,000	–	6,917	392,083
Home Hemodialysis - Set Up Costs	272,862	–	–	–	272,862
Increased CT Capacity	1,000,000	–	–	–	1,000,000
Independent Hemodialysis	355,353	–	73,046	–	282,307
Infection Prevention & Control	233,549	205,141	178,405	–	260,285
IPFCC Training	–	10,000	–	–	10,000
Leading Thunderbird Lodge	800,000	–	–	–	800,000
Life Styles and Health Spending Benefits	–	406,945	–	–	406,945
Lucentis Administration	–	150,000	–	–	150,000
Medical Director CBS	–	85,000	–	23,235	61,765
MHA - Healthline	341,692	566,439	46,598	616,439	245,094
Midwifery Services	97,974	–	15,652	–	82,322
Mobile MRI Rental	165,000	–	165,000	–	–
Needle Exchange	70,830	25,000	3,538	–	92,292
Nursing Mentorship Initiative	80,781	50,865	39,057	–	92,589
Nursing Resource Team	–	147,500	–	–	147,500
Nursing Standards Council	55,192	–	55,192	–	–
Pharmacist Services	63,800	–	40,000	–	23,800
Philippine Nurse Relocation	157,340	–	66,583	–	90,757
Port A Count Machines	–	45,000	–	–	45,000
Primary Health Care Victoria Square Medical Clinic	125,000	–	–	–	125,000
Promotion of Healthline	10,000	–	810	–	9,190
Provincial Tobacco Reduction Strategy	1,125,000	–	302,100	–	822,900
Q6 - Mentorship Program	43,358	–	43,358	–	–
Quality Improvement Initiatives	–	1,000,000	–	–	1,000,000
Quality Workplace Initiatives	68,026	35,000	–	–	103,026
Recruitment & Retention	458,101	–	107,543	–	350,558
Re-design Framework of Primary Health Care	–	2,000,000	–	–	2,000,000
Research Project Nurses Turnover	2,583	–	2,583	–	–
Restoring The Path To Traditional Health & Wellness	123,024	–	123,024	–	–
RWDSU Provider Group Retro	328,000	300,000	–	–	628,000
Safety Lifting/Surgical Equipment	371,892	–	371,892	–	–
Safety Pilot Project	75,000	–	21,536	–	53,464
Safety Training Initiatives	538,370	–	99,519	–	438,851
Saskatchewan Surgical Initiatives	–	7,575,550	–	2,380,550	5,195,000
School of Dental Therapy	–	1,000,000	–	–	1,000,000
Shared Service Office	453,276	840,000	231,010	808,057	254,209
Surgical Assessment Centre	–	371,000	–	–	371,000

	Balance Beginning of Year	Add Amount Received	Less Prior Amount Recognized	Less Current Amount Recognized	Balance End of Year
Saskatchewan Health Initiatives					
Surgical Incentives Fund	28,693	—	24,485	—	4,208
Surgical Initiatives Funding	500,000	—	500,000	—	—
Workplace Wellness	27,147	—	27,147	—	—
Total Saskatchewan Health	\$ 12,395,212	\$ 28,806,676	\$ 3,913,033	\$ 9,210,567	\$ 28,078,288
Non Saskatchewan Health Initiatives					
Acquired Brain Injury	\$ —	\$ 698,748	\$ —	\$ 686,209	\$ 12,539
Education Funds	63,239	361,238	63,239	193,864	167,374
Health Quality Council - Lean Funding	765,795	—	385,623	—	380,172
Kids First	786,856	3,844,881	32,148	3,585,492	1,014,097
Medical Earnings Pool	119,265	20,827	14,292	—	125,800
Research Grants	1,510,421	256,096	459,344	—	1,307,173
Saskatchewan Association of Health Organizations	56,031	—	—	—	56,031
Other	2,636,062	4,066,565	2,636,062	458,392	3,608,173
Total Non Saskatchewan Health	\$ 5,937,669	\$ 9,248,355	\$ 3,590,708	\$ 4,923,957	\$ 6,671,359
Total Deferred Revenue	\$ 18,332,881	\$ 38,055,031	\$ 7,503,741	\$ 14,134,524	\$ 34,749,647

7) DEBENTURES PAYABLE

The RHA owns and operates several accommodation units occupied by "unit holders". In consideration for a life interest in a "right of use" of the accommodation unit, the unit holder contributes a lump sum deposit. In accordance with the debenture agreement, in the event of the death of the unit holder or termination of the occupancy agreement by either party, the RHA is obligated to repay the unit holder or their representative the lesser of:

- The original sum; or,
- The fair market value of the holders' right of use.

The debentures payable represent the accumulated amount of deposits received from the market unit holders. These debentures are non-interest bearing with no fixed terms of repayment. The specific land and buildings to which the debentures relate have been pledged as collateral.

8) NET CHANGE IN NON-CASH WORKING CAPITAL

	Operating Fund		Restricted Funds				Total 2010	
	2011	2010	Capital	Community	Total 2011			
				Trust				
(Increase) Decrease in accounts receivable	\$ 1,297,084	\$ 1,864,058	\$ 4,292,714	\$ 77,285	\$ 4,369,999	\$ 702,383		
(Increase) Decrease in inventory	785,336	(1,221,445)	-	-	-	-		
(Increase) Decrease in prepaid expenses	(3,312,824)	731,556	14,623	-	14,623	85,377		
Increase (Decrease) in accounts payable	(821,130)	2,313,687	(746,086)	-	(746,086)	(1,170,051)		
Increase (Decrease) in accrued salaries	(11,918,527)	21,707,125	-	-	-	-		
Increase (Decrease) in vacation payable	348,464	3,407,050	-	-	-	-		
Increase (Decrease) in deferred revenue	16,416,766	2,392,298	-	-	-	-		
	<u>\$ 2,795,169</u>	<u>\$ 31,194,329</u>	<u>\$ 3,561,251</u>	<u>\$ 77,285</u>	<u>\$ 3,638,536</u>	<u>\$ (382,291)</u>		

9) TRUST ACCOUNTS

The RHA administers funds held in trust for staff, patients, and residents using the RHA's facilities. The funds are held in separate accounts. The total cash held in trust as at March 31, 2011 was \$121,253 (2010 - \$112,406). These amounts are not reflected in the financial statements.

10) RELATED PARTIES

These financial statements include transactions with related parties. The RHA is related to all Saskatchewan Crown Agencies such as ministries, corporations, boards and commissions under the common control of the Government of Saskatchewan. The RHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the RHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

a) Related Party Transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at exchange amounts which approximate prevailing market rates charged by those organizations and are settled on normal trade terms.

	2011	2010
Revenues		
Community Initiatives Fund	\$ 114,877	\$ 12,663
Cypress Health Region	795,996	785,570
Health Quality Council	261,247	159,365
Ministry of Corrections, Public Safety & Policing	100,043	208,200
Ministry of Education	3,961,348	3,644,981
Ministry of Health	345,207	333,570
Ministry of Social Services	-	145,662
Ministry of Tourism, Parks, Culture, & Sport	-	300
Regina School Division No. 4	60,134	170

	2011	2010
Saskatchewan Aids to Independent Living	54,839	-
Saskatchewan Association of Health Organizations	2,506,101	13,721,774
Saskatchewan Cancer Agency	1,971,355	2,190,229
Saskatchewan Health Information Network	138,400	1,500,000
Saskatchewan Housing Corporation	398,504	484,096
Saskatoon Health Region	35,297	29,915
SGI Canada Insurance Services Ltd.	3,470,323	3,171,058
Sunrise Health Region	345,768	337,001
University of Regina	29,559	1,488
University of Saskatchewan	206,878	384,443
Workers' Compensation Board	<u>3,115,993</u>	<u>2,767,984</u>
	<u><u>\$ 17,911,869</u></u>	<u><u>\$ 29,878,469</u></u>

	2011	2010
Expenditures		
Five Hills Health Region	\$ 351	\$ 177,237
Health Quality Council	1,967	1,875
Saskatchewan Association of Health Organizations	24,478,771	21,585,590
Saskatchewan Cancer Agency	125	125
Saskatchewan Health Information Network	298,241	-
Saskatchewan Healthcare Employees' Pension Plan	26,893,136	22,530,474
Saskatchewan Institute of Applied Science & Technology	88,252	86,702
Saskatchewan Ministry of Government Services	2,189,312	1,582,144
Saskatchewan Power	5,892,990	5,586,164
Saskatchewan Telecommunications	2,819,989	2,257,962
Saskatoon Health Region	223,771	225,945
SaskEnergy Incorporated	2,352,184	3,428,884
SGI Canada Insurance Services Ltd.	45,007	35,216
Sunrise Health Region	1,728	25,011
University of Regina	51,760	34,926
University of Saskatchewan	169,463	160,724
Workers' Compensation Board	<u>8,303,441</u>	<u>8,840,913</u>
	<u><u>\$ 73,810,488</u></u>	<u><u>\$ 66,559,892</u></u>

	2011	2010
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Accounts Receivable

Cypress Health Region	\$ 185,524	\$ 67,415
Ministry of Social Services	4,501	3,516
Saskatchewan Aids for Independent Living	401,617	279,530
Saskatchewan Association of Health Organizations	—	3,464,000
Saskatchewan Institute of Applied Science and Technology	4,802	3,495
Saskatchewan Cancer Agency	443,726	419,184
Saskatchewan Drug Plan	254,991	214,203
SGI Canada Insurance Services Ltd.	485,095	452,529
Workers' Compensation Board	1,421,997	1,198,368
	\$ 3,202,253	\$ 6,102,240

Prepaid Expenditures

Cypress Health Region	\$ 40,000	\$ —
Saskatchewan Association of Health Organizations	3,308	148,810
Saskatchewan Health Information Network	99,414	—
Sun Country Health Region	40,000	—
Sunrise Health Region	40,000	—
	\$ 222,722	\$ 148,810

Accounts Payable

Saskatchewan Association of Health Organizations	\$ 3,369,070	\$ 2,820,383
Saskatchewan Healthcare Employees' Pension Plan	3,689,317	3,059,390
Saskatchewan Ministry of Government Services	479,129	326,099
Saskatchewan Power	396,260	469,563
Saskatchewan Telecommunications	197,646	147,544
Saskatoon Health Region	256,092	26,069
SaskEnergy Incorporated	64,531	227,269
Workers' Compensation Board	—	2,195,366
	\$ 8,452,045	\$ 9,271,683

In addition, the RHA pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

b) Health Care Organizations**i) Prescribed Health Care Organizations and Third Parties**

The RHA has also entered into agreements with HCOs and third parties to provide health services.

These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to HCOs and third parties:

	2011	2010
615672 Sask Ltd. (Touchwood EMS)	\$ 397,355	\$ 397,480
Autism Resource Centre	651,002	742,832
Backlin's Ambulance Service Ltd.	122,973	497,842
Canadian Red Cross	156,300	152,000
City of Regina	20,000	20,000
Cosmopolitan Activity Centre	36,039	35,682
Cupar Lions Volunteer Ambulance	214,903	214,723
Cypress Health Region	40,000	-
Ehrla Community Services	50,500	-
Five Hills Health Region	10,000	-
Extendicare (Canada) Inc.	21,363,689	20,593,225
Hope's Home Inc.	436,000	400,000
Hutch Ambulance Service	375,612	-
Imperial & District Ambulance	89,693	89,393
JT Ambulance Service Ltd.	337,765	337,010
Living Sky Ambulance	-	17,064
Lumsden & Craven Seniors' Program Inc.	35,000	34,300
Mental Health Association / Regina Branch Inc.	449,917	445,462
Milestone Assisted Living Advisory Board	35,000	34,000
Mobile Crisis Services, Inc.	107,114	106,053
North Central Community Association	49,892	-
Phoenix Residential Society	1,277,986	1,188,717
Planned Parenthood Regina	181,996	231,888
Prairie Ambulance Care (1998) Ltd.	275,463	275,193
Rainbow Youth Centre	205,379	204,940
Raymore Community Health & Social Centre	62,659	56,310
Regina Community Clinic	-	231,100
Regina Palliative Care Inc.	250,000	1,000,000
Regina Recovery Homes Inc.	1,156,724	1,880,955
Salvation Army Waterston Centre	285,361	250,427
Saskatoon Health Region	17,064	-
Student Energy in Action for Regina Community Health Inc.	40,000	-
Shared Visions Inc.	-	22,840
Soo Line Ambulance	197,166	170,801
Sun Country Health Region	40,000	-
Sunrise Health Region	40,000	-
Tisher Family Daycare	-	36,000
University of Regina	(11,081)	67,336
Valley Ambulance Care Ltd.	394,370	393,980
Miscellaneous Grants	<u>177</u>	-
	<u>\$ 29,392,018</u>	<u>\$ 30,127,553</u>

ii) Affiliates

The Act makes the RHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the RHA. The following presentation discloses the amount of funds granted to each affiliate:

	2011	2010
All Nations' Healing Hospital Inc.	\$ 4,008,951	\$ 3,512,366
Cupar & District Nursing Home Inc.	2,528,976	2,527,341
Lumsden & District Heritage Home Inc.	2,099,820	2,079,162
The Qu'Appelle Diocesan Housing Corporation	1,284,671	1,057,197
The Regina Lutheran Housing Corporation	4,799,750	4,778,410
The Salvation Army William Booth Special Care Home	6,754,473	6,395,208
Santa Maria Senior Citizens Home Inc.	<u>8,331,178</u>	<u>8,234,822</u>
	<u><u>\$ 29,807,819</u></u>	<u><u>\$ 28,584,506</u></u>

Saskatchewan Health requires additional reporting in the following audited financial summaries of the affiliate entities for the years ending March 31, 2010 and 2009.

	2010	2009
<u>Balance Sheet</u>		
Assets	\$ 11,944,147	\$ 9,603,629
Net Capital Assets	<u>20,437,906</u>	<u>20,925,748</u>
Total Assets	<u><u>\$ 32,382,053</u></u>	<u><u>\$ 30,529,377</u></u>
Total Liabilities	\$ 21,712,097	\$ 20,914,633
Total Net Assets (Fund Balances)	<u>10,669,956</u>	<u>9,614,744</u>
	<u><u>\$ 32,382,053</u></u>	<u><u>\$ 30,529,377</u></u>

	2010	2009
<u>Results of Operations</u>		
RHA Grant	\$ 27,807,197	\$ 26,687,768
Other Revenue	<u>10,121,185</u>	<u>9,607,633</u>
Total Revenue	<u><u>37,928,382</u></u>	<u><u>36,295,401</u></u>
Salary & Benefits	28,850,503	27,845,646
Other Expenses*	<u>8,011,609</u>	<u>7,830,588</u>
Total Expenses	<u><u>36,862,112</u></u>	<u><u>35,676,234</u></u>
Excess (Deficiency) of revenue over expenses	<u><u>\$ 1,066,270</u></u>	<u><u>\$ 619,167</u></u>

* Other Expenses includes amortization of \$1,295,293 (2009 - \$1,276,609)

	2010	2009
Cash from Operations	\$ 2,798,566	\$ 51,272
Cash used in Financing Activities	(27,556)	60,454
Cash used in Investing Activities*	(865,476)	(1,438,190)
Increase (Decrease) in Cash	<u><u>\$ 1,905,534</u></u>	<u><u>\$ (1,326,464)</u></u>

* Cash used in Investing Activities includes capital purchases of \$807,452 (2009 - \$1,377,226)

iii) Fund Raising Foundations

The Hospitals of Regina Foundation Inc. is an independent non-profit corporation without share capital that has its own Board of Directors. It provides donations to the RHA for capital equipment, education and research purposes. Its accounts are not included in these financial statements. As of December 31, 2010 it has net assets of \$21,924,217 (2009 - \$20,866,157). During the year, the Foundation provided funding of approximately \$6,172,406 (March 31, 2010 - \$4,199,882) for programs and capital acquisitions reported in donations and ancillary income. These amounts were used to fund capital assets, education and research projects throughout the Region.

	December 31, 2010	December 31, 2009
<u>Balance Sheet</u>		
Total Assets	<u>\$ 24,855,492</u>	<u>\$ 26,604,476</u>
Total Liabilities	<u>\$ 2,931,275</u>	<u>\$ 5,738,319</u>
Total Net Assets (Fund Balances)*	<u>21,924,217</u>	<u>20,866,157</u>
	<u>\$ 24,855,492</u>	<u>\$ 26,604,476</u>

* In accordance with donor-imposed restrictions \$4,699,707 (2009 - \$4,287,035) of the foundation's net assets must be used to purchase specialized equipment

Results of Operations

Total Revenue	\$ 11,351,641	\$ 9,624,388
Total Expenses*	<u>10,293,581</u>	<u>7,889,073</u>
Excess of revenue over expense	<u>\$ 1,058,060</u>	<u>\$ 1,735,315</u>

* Total expenses include contributions of \$7,853,483 (2009 - \$5,408,698) to the RHA and amortization of \$52,051 (2009 - \$43,236)

Cash Flows

Cash from operations	\$ 483,251	\$ 228,758
Cash used in financing and investing activities*	<u>(1,116,827)</u>	<u>411,266</u>
Increase (Decrease) in cash	<u>\$ (633,576)</u>	<u>\$ 640,024</u>

* Investing activities include capital purchases of \$116,827 (2009 - \$93,149)

11) CONTINGENT LIABILITY

City of Regina

A statement of claim dated January 17, 2003 was filed by the Administrative Board of the Regina Civic Employees' Long-Term Disability Plan, the Administrative Board of the Regina Civic Employees' Superannuation and Benefit Plan and the City of Regina as Plaintiffs against the Regina Qu'Appelle Regional Health Authority, Saskatchewan Association of Health Organizations, Health Sciences Association of Saskatchewan and Saskatchewan Union of Nurses as Defendants. The dispute is in relation to the two respective pension and long-term disability plans.

The action has proceeded to the pre-trial conference which commenced in January 2010. The pre-trial judge has adjourned the pre-trial to permit the parties to continue with their efforts to negotiate a resolution. If the parties are unsuccessful in reaching a settlement, the pre-trial judge will set a trial date. The cost of the claim cannot be reasonably determined at this time.

12) PENSION PLAN

Employees of the RHA participate in one of the following pension plans:

- Saskatchewan Healthcare Employees' Pension Plan (SHEPP) – This is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Saskatchewan Association of Health Organizations (SAHO) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan that came into effect December 31, 2002. (Prior to December 31, 2002 this plan was the SAHO Retirement Plan and was governed by the SAHO Board of Directors).
- Regina Civic Employees' Superannuation and Benefit Plan (RCP) – This is a defined benefit plan that is administered by a jointly trusted board (equal employer and employee representatives).
- Public Service Superannuation Plan (PSSP) (a related party) – This is a defined benefit plan and is the responsibility of the Province of Saskatchewan.
- Public Employees' Pension Plan (PEPP) (a related party) – This is a defined contribution plan and is the responsibility of the Province of Saskatchewan.

The RHA's financial obligation to these plans is limited to making the required payments to these plans according to their applicable agreements. Pension expense for the year amounted to \$37,129,649 (2010 - \$31,681,505) and is equal to the RHA contributions amount below.

	2011				2010	
	SHEPP ¹	PSSP	PEPP	RCP	Total	Total
Number of active members	6,444	3	50	1,498	7,995	7,814
Member contribution rate, percentage of salary	7.20% - 9.60%*	7.00%	5.00% - 7.00%*	8.42% - 13.96%*		
RHA contribution rate, percentage of salary	8.06% - 10.75%*	29.12%	6.45% - 7.00%*	8.42% - 13.96%*		
Member contributions (thousands of dollars)	24,012	9	284	9,167	33,472	29,150
RHA contributions (thousands of dollars)	26,964	36	319	9,811	37,130	31,682

* Contribution rate varies based on employee group

¹ Active members include all employees of the RHA, including those on leave of absence as of March 26, 2011. Inactive members are transferred to SHEPP and not included in these results.

13) BUDGET

The RHA Board approved the 2010-2011 budget plan on May 26, 2010.

14) INSURANCE

The RHA purchases liability insurance from Healthcare Insurance Reciprocal of Canada (the Reciprocal). Under the terms of the Subscribers' Agreement, with respect to a policy period where revenues exceed expenses, any premium surplus may be refunded to the Reciprocal's subscribers on a proportionate basis after the subscriber has been enrolled with the Reciprocal for more than four years. This is the RHA's fourteenth year in the agreement with the Reciprocal. Similarly, if there is a deficiency of revenues, the Reciprocal may collect such premium deficiency from its Subscribers on a proportionate basis. The Reciprocal maintains a stabilization fund to cover future deficiencies. Also, the Reciprocal is insured for claims in excess of \$1 million. There is no premium surplus for the current year and there are no claims reported that are expected to exceed the policy limits.

15) FINANCIAL INSTRUMENTS

a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

b) Credit risk

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health – General Revenue Fund, Saskatchewan Cancer Agency, Saskatchewan Workers' Compensation Board, health insurance companies, the Federal Government or other Provinces. Therefore, the credit risk is minimal.

c) Fair Value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature:
- accounts receivable
- accounts payable
- accrued salaries and vacation payable
- Cash, short-term investments and long-term investments are recorded at fair value as disclosed in Schedule 2, determined using quoted market prices.
- The fair value of mortgages payable and long-term debt before the repayment required within one year is \$8,415,726 (2010 - \$7,335,833) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

d) Operating Line of Credit

The RHA has an unsecured line of credit limit of \$31,514,987 approved by the Minister of Health in 1999. Interest on the outstanding balance is charged at bank prime less .75%. Total interest paid on the line of credit was \$0 (2010 - \$0).

16) INTERFUND TRANSFERS

Each year the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases and reassigning fund balances to support certain activities.

	2011			2010		
	Operating	Capital	Community Trust	Operating	Capital	Community Trust
Capital asset purchases	\$ \$ (4,862,872)	\$ 4,974,229	\$ (111,357)	\$ (2,522,017)	\$ 2,591,894	\$ (69,877)
SHC reserves	130,568	(130,568)	-	(65,738)	65,738	-
	\$ (4,732,304)	\$ 4,843,661	\$ (111,357)	\$ (2,587,755)	\$ 2,657,632	\$ (69,877)

17) COLLECTIVE AGREEMENTS

The Health Sciences Association of Saskatchewan contract expired March 31, 2009 and the proposed settlement has not been agreed to or ratified by the union. The Saskatchewan Union of Nurses and Canadian Union of Public Employees contracts are in effect until March 31, 2012.

18) FUTURE ACCOUNTING CHANGES

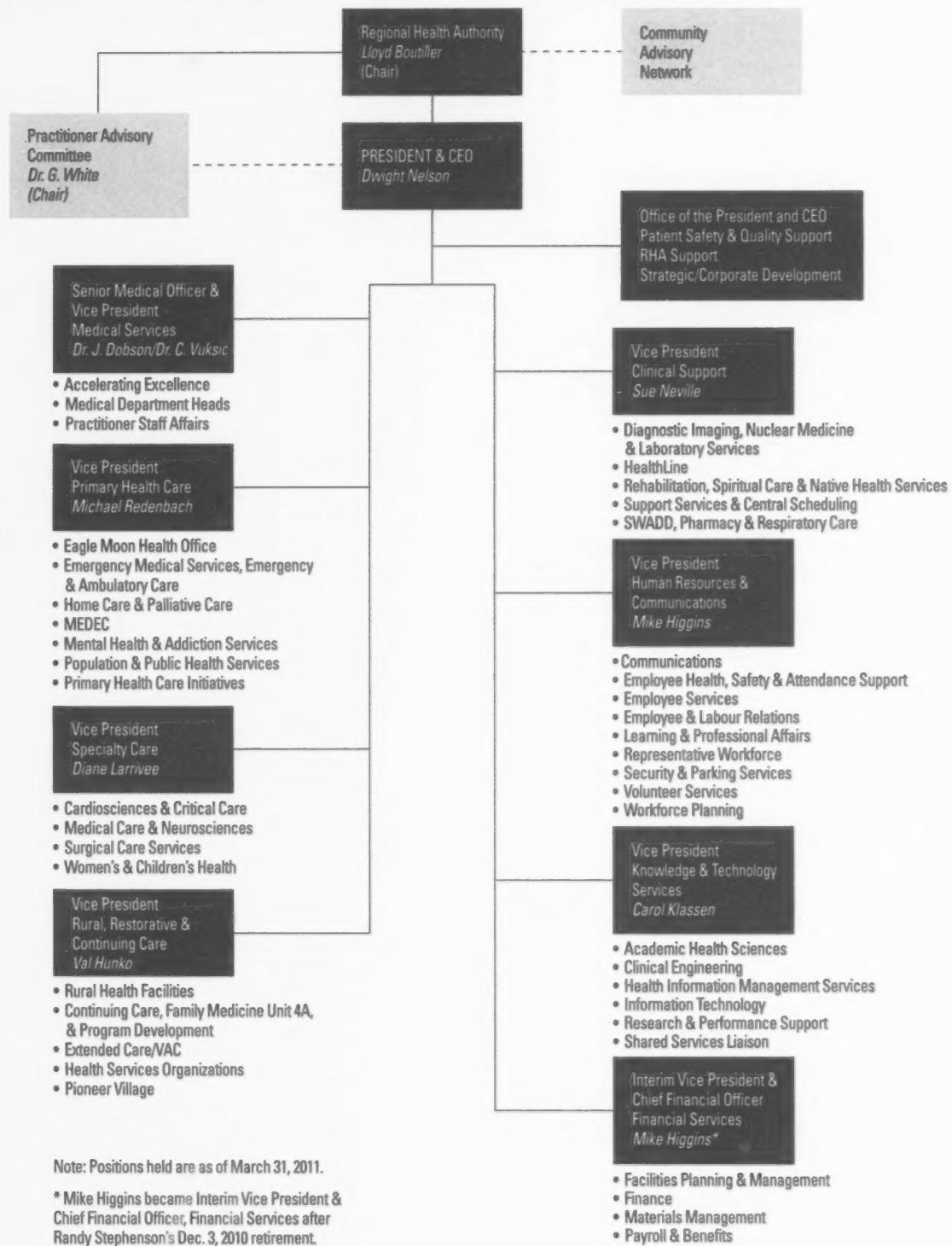
The Canadian Institute of Chartered Accountants approved an amendment to require Government Not-For-Profit Organizations reporting under section 4400 of the CICA handbook to move to reporting under section 4200 to 4270 of the Public Sector Accounting Handbook. This change is effective for fiscal years beginning on or after January 1, 2012. The impact of this change is expected to be minimal at this point in time.

19) COMPARATIVE INFORMATION

Certain 2009-10 balances have been reclassified to conform to the current year's presentation.

Appendix A: Organizational Structure

Regina Qu'Appelle Health Region Organizational Structure



Appendix B: List of Facilities

REGINA

Location	Site	Gross Sq. Ft.	Lease/Own
325 Victoria Avenue	AI Ritchie Health Action Centre	2,080	Lease
1640 Victoria Avenue	Addiction Treatment Centre	18,348	Own
2110 Hamilton Street	Alcohol & Drug Services, I.T., Mental Health -Adult, Public Health Central	60,888	Lease
2445 Broad Street	Bariatric Surgical Assessment Clinic	3,100	Lease
2965 Gordon Road	COPD Rehabilitation Program / Adult Asthma Clinic	2,493	Lease
2024 Albert Street	Drug Treatment Court	5,500	Lease
400 Broad Street	Eagle Moon Health Office	2,820	Lease
5730 Rochdale Boulevard	Emergency Medical Services	1,679	Own
3705 Hill Avenue	Emergency Medical Services	5,400	Own
1350 Albert Street	Emergency Medical Services - Central Operations	45,000	Own
2435 Park Street	EMS Geopost	897	Lease
3510 – 5th Avenue	Four Directions Community Health Centre	7,144	Lease
1048 Albert Street	Harm Reduction Program	1,962	Lease
1080 Winnipeg Street	Health Promotion (Health Promotion, Dental Health, Active Living & Nutrition), Population and Public Health Services	4,263	Lease
2755 Avonhurst Drive	HealthLine, EMS Communication Centre, BedLine	8,606	Lease
1920 Broad Street	Hearing Aid Plan	6,854	Lease
4211 Albert Street	Home Care / SWADD / Central Scheduling / HR	33,796	Lease
1311-B Broadway Avenue	Home Care Treatment Centre	3,125	Lease
235 Albert St. North	Kidney Health Center and Anticoagulation Management Services	10,035	Lease
1001 Montreal Street	Laundry Services	40,000	Own
1662 / 1680 / 1686 Albert Street	Mental Health Services - Child & Youth	22,465	Lease
4101 Dewdney Avenue	Pasqua Hospital	597,578	Own
1052 / 1056 Albert Street	Primary Health Care & Home Care Services	4,092	Lease
1911 Park Street	Public Health - East Office	5,570	Lease
204 Wascana Street	Public Health - North Office	7,246	Own
1692 Albert Street	Randall Kinship Centre (Mental Health Services)	4,000	Lease
1440 – 14th Avenue	Regina General Hospital	1,028,489	Own
430 Pioneer Dr., Regina	Regina Pioneer Village	168,000	Own
2550 - 15th Ave. (2nd floor)	RQHR Admin. Offices	4,962	Lease
2755 Avonhurst Drive	RQHR Warehouse	8,297	Lease
1037 Park St.	RQHR Warehouse	9,325	Lease
2180 – 23rd Avenue	Wascana Rehabilitation Centre	485,070	Own
32 Buildings	Total Gross Feet, Regina Facilities	2,609,084	

Appendix B: List of Facilities

RURAL

Location	Site	Gross Sq. Ft.	Lease/Own
100 South Elgin St., Balcarres	Balcarres Integrated Care Centre	27,940	Own
310 Calgary St., Broadview	Broadview Centennial Lodge	18,998	Own
606 Main St., Broadview	Broadview Home Care Office	1,259	Own
901 Nina St., Broadview	Broadview Union Hospital	17,136	Own
108 Donald Rd., Cupar	Cupar Health Centre	13,608	Own
560 Broadway St., Fort Qu'Appelle	Echo Lodge	21,128	Own
916 Eden St., Indian Head	Golden Prairie Home	23,272	Own
721 Stella St., Grenfell	Grenfell Health Centre	11,902	Own
Regina Ave., Grenfell	Grenfell Housing Units (4 duplexes)	3,627	Own
802 Wolseley Ave., Grenfell	Grenfell Regional Office	3,150	Own
300 Hospital St., Indian Head	Indian Head Union Hospital	20,775	Own
701 Ouimet St., Wolseley	Lakeside Nursing Home	49,245	Own
125 Prince St., Imperial	Long Lake Valley Integrated Facility	20,325	Own
237 – 2nd Ave. E., Montmartre	Montmartre Health Centre	20,032	Own
710 Regina Ave., Grenfell	Pioneer Home	17,997	Own
402 McLean St., Raymore	Silver Heights Special Care Home	28,000	Own
601 Wright Road, SOG 3ND, Moosomin	Southeast Integrated Care Centre - Moosomin	94,120	Own
280 Burns Ave., Southey	Southey Health Action Centre	200	Lease
508 Westmoor St., Lestock	St. Joseph's Integrated Care Centre	14,338	Own
178 Boundary Ave.N., Fort Qu'Appelle	Fort Qu'Appelle Community Health Services Centre	8,400	Own
921 Gambetta St., Whitewood	Whitewood Community Health Centre	16,856	Own
801 Ouimet St., Wolseley	Wolseley Memorial Union Hospital	13,616	Own
22 Rural Facilities	Total Gross Feet, Rural Facilities	445,924	

AFFILIATES:

Location	Site	Gross Sq. Ft.
450 - 8th St. W., Fort Qu'Appelle	All Nations Healing Hospital	56,901
Box 310, Cupar	Cupar & District Nursing Home	39,166
4125 Rae St., Regina	Extendicare Elmview	18,500
4540 Rae St., Regina	Extendicare Parkside	51,977
260 Sunset Dr., Regina	Extendicare Sunset	40,000
10 Aspen Bay, Lumsden	Lumsden & District Heritage Home	20,000
1425 College Ave., Regina	Qu'Appelle House	28,265
806 - 2nd Ave., Raymore	Raymore Community Health & Social Centre	1,680
1925 - 5th Ave. N., Regina	Regina Lutheran Home	60,452
4215 Regina Ave., Regina	Santa Maria Senior Citizens Home	107,185
50 Angus Rd., Regina	William Booth Special Care Home	46,632
11 Affiliated Facilities	Total Gross Feet, Affiliates	470,758

Total Gross Feet, RQHR (excluding Affiliated Facilities) **3,055,008**

Appendix C: Payee List

The payee list is compiled and distributed in accordance with Ministry guidelines which states that the list must be included, either as an appendix or with the main content of the annual report, in all copies of the published annual report, whether it is distributed electronically or in hard copy. Reporting and tabling the payee list holds the regional health authorities accountable for the public funds received.

Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total \$50,000 or more

Individual	Payment	Individual	Payment	Individual	Payment
Abadiano, Linda	182,148	Alfano, Beverly	102,154	Anderson, Pamela	66,556
Abadilla, Elvie	120,883	Alfonso Jurado, Elaine	122,349	Anderson, Sandra	56,231
Abbas, Zahid	83,719	Alfonso, Brenda	114,203	Anderson, Sandra	72,115
Abbott, Yvonne	64,596	Ali, Chinagoram	110,736	Anderson, Sharon	99,624
Abell Thorne, Cathie	79,923	Ali, Meimuna	84,894	Anderson, Sheila	98,500
Abello, Sandra	99,857	Allan, Bruce	50,542	Andres, Jean	58,312
Abello, Timothy	74,597	Allan, Laura	61,768	Andrews, Lillian	65,826
Abii Ndoh, Edith	122,913	Allan, Shauna	75,601	Andrews, Naomi	92,804
Abrahamson, Crystal	98,859	Allard Johnson, Michelle	60,139	Andrews, Tracy	64,186
Abrenilla, Maribel	128,133	Allen, Annie	56,836	Andrusyk, Lisanne	51,077
Abrey, Karen	87,937	Allen, Brent	58,729	Angeles, Ronald	366,800
Achternichuk, Myrna	65,150	Allen, Dale	59,430	Angulo, Marissa	97,843
Ackerman, Joann	53,121	Allen, Dianne	65,050	Antal, Jonathan	98,844
Ackles, Sharon	58,900	Allen, Marla	61,582	Antoine, Lani	80,879
Adair, Carol	91,865	Allen, Thomas	95,753	Antonio, Angela	85,769
Adamiak, Bonnie	71,936	Allig, Jennifer	75,021	Antonio, Mary Ann	111,575
Adamko, Brenda	86,585	Almacen, Mary Joy	85,930	Appel, Jamie	74,181
Adams, Bill	85,903	Almassy, Nicole	82,962	Apperley, Barry	79,174
Adams, Brenda	50,019	Alolong, Arlene	83,650	Apperley, Jessica	64,244
Adams, Jaime	92,152	Alport, Edward	544,928	Appleby, Becky	79,617
Adams, Jody	88,354	Alport, Lois	79,810	Appleby, Shannon	74,606
Adams, Michael	84,860	Alspach, Rebecca	50,753	Arbuthnot, Blair	68,025
Adams, Robert	53,908	Althouse, Leanne	66,429	Arcena, Jeffrey	53,730
Adams, Stephanie	54,522	Altrogge, Jordan	64,394	Argue, Jocelyn	77,392
Adcock, Stanley	70,567	Altwasser, Tara	71,884	Arguin, Len	98,901
Adebogun, Olatundun	50,908	Amrose, Jacquelin	86,248	Arguin, Patricia	92,429
Adelman, Olivia	57,860	Amendt, Olivia	73,347	Arkle, Chris	66,278
Adesina, Aaron	51,099	Ammissah, Marie	55,190	Armbuster, Krystal	63,740
Adeyoju, Motunrayo	119,398	Amon, Bree	94,174	Armbuster, Robert	64,216
Adkins, Steve	76,156	Amy, Gwen	74,002	Armstrong, Avril	72,069
Adolfo, Stephanie	71,532	Amyotte, Bernadett	70,905	Armstrong, Craig	81,033
Aftab, Rubina	64,456	Amyotte, Elma	53,810	Armstrong, Shawn	88,656
Aguanta, Cristine	84,456	Amyotte, Stacey	71,635	Arndt, Rachel	70,467
Ahlquist, Hedvig	69,688	Anacio, Carlo	90,340	Arnold, Arleene	66,249
Ahmadi, Milagros	76,604	Anastasaki, Alisa	53,796	Arscott, Susan	81,599
Aikens, Chelsea	62,232	Anderson, Amanda	75,614	Arvidson, Kristin	102,411
Airir, Abdellah	105,914	Anderson, Barbara	61,515	Asante, Ethelda	61,321
Akan, Joseph	73,692	Anderson, Carol	69,699	Aschenbrener, Gina	53,668
Alarcon, Irene	99,789	Anderson, Carolyn	92,514	Asemrie, Eyerusalem	51,941
Albert, Lori	70,292	Anderson, Elizabeth	54,706	Ash, Sharon	94,643
Aldinger, Anita	94,232	Anderson, Janet	90,660	Ashfield, Ardean	66,161
Aldous, Lee	62,695	Anderson, Jennifer	58,189	Ashman, Juliet	98,514
Alejandria, Lou Anne	69,568	Anderson, Jodie	51,670	Askin, Susan	72,383
Alexiuk Psotka, Joanne	56,439	Anderson, Laurie	54,590	Asmay, Mabel	79,713
Alexson, Delphine	94,350	Anderson, Maureen	118,348	Aspra, Raelyn	76,676

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Assman, Lori	135,133	Ballagh, Brenda	66,173	Bean, Jennifer	75,430
Astrope, Linda	50,403	Balogh, Heather	95,093	Beard, Candace	66,650
Atendido, Mildred	51,570	Balycky, Annette	78,087	Bearss, Leslie	86,877
Atkinson, Kelly	74,082	Bamhour, Heather	87,689	Beatty, Sheri	65,753
Attwood, Angela	97,137	Bancescu, Shelda	94,738	Beauchesne, Elaine	84,837
Aubichon, Yvonne	72,107	Banfield, Joy	111,587	Beaurivage, Barbara	120,099
Austin, Carol	60,146	Baniulis, Margaret	190,543	Beaurivage, Ginger	59,526
Autet, Darrin	53,418	Bank, Karen	64,719	Beck, Jeanette	92,135
Azcueta, Jed Joseph	97,308	Banks, Muriel	67,159	Becker, Gail	91,501
Baade, Alyssa	66,668	Banning, Sharon	91,689	Becker, Jill	51,347
Baars, Jodi	62,979	Bannouvong, Toulakone	69,816	Beer, Donna	67,974
Baber, Carla	53,300	Barabash, Yvonne	65,626	Begg, Elizabeth	157,616
Babichuk, Grace	52,482	Baragar, Janet	92,956	Beggs La Riviere, Gail	77,880
Bachelu, Brett	81,464	Baragar, Richard	50,629	Beggs, Ryan	113,063
Bachiu, Carol	94,908	Baran, Trevor	58,683	Behnke, Wanda	85,217
Bachman, Darren	53,450	Baran, Vivian	116,647	Behr, Glen	89,787
Bachorick, Beverly	59,911	Barber, Charles	63,728	Behrms, Ainslee	71,756
Backlin, Christina	81,156	Barber, Susan	70,519	Beier, Shauna	95,280
Backlin, Dale	67,848	Barbour, Robyn	55,435	Beisel, Patricia	87,111
Bacon, Peggy	80,665	Bardal, Terry	103,442	Beitel, Catherine	96,267
Bacsu, Amanda	75,343	Barham, Carol	67,647	Beitel, Joy	52,575
Badgley, Catherine	122,144	Barkman, Louise	51,204	Beitel, Laura	94,061
Baer, Bonnie	144,834	Barnard, Phyllis	73,481	Beitel, Linda	102,219
Baer, Susan	108,251	Baron, Michael	92,743	Beitel, Stacey	82,693
Bagnell, Jennifer	71,050	Barraza, Mandy	54,091	Belcourt, Anita	50,903
Baht, Ryan	108,578	Barrett, Tami	62,554	Bell, Alison	93,500
Bailey, Patricia	93,005	Barrett, Vanessa	79,499	Bell, Debbie	88,984
Bailey, Ron	57,901	Barschel, Gwen	52,901	Bell, Ellen	50,355
Bailey, Valerie	58,947	Barth, Carol	86,544	Bell, Jerry	95,201
Baily, Karen	89,550	Bartlett, Tanya	72,380	Bell, Keri	99,310
Bain, Diane	75,488	Bartok, Rita	55,097	Bell, Stacey	86,075
Bains, Harpreet	74,482	Bartolf, Lisa	94,558	Bellavance, Gord	77,844
Baird, Monica	56,592	Barton, Tessa	83,878	Bellegarde, Jennifer	75,236
Baison, Samuel	75,359	Baseden, Jessica	68,324	Bellisle, Tracie	121,997
Baitieng, Liwliwa	90,740	Baseden, Margaret	53,629	Bemis, Tanya	72,979
Baiton, Marg	50,102	Basi, Balbir	51,712	Benaschak, Clay	75,790
Baiton, Susan	100,531	Bassi, Manpreet	56,060	Bendelin, Jana	79,332
Bajo, Arnulfo	167,540	Bast, Darlene	83,473	Bender, Connie	89,059
Bak, Darlene	97,081	Basuel, Anna	92,934	Bender, Heather	81,047
Baker, Tricia	115,101	Basuel, Neil	84,556	Benedik, Corinne	98,901
Bakke, Harmony	58,941	Bateman, Dorothy	93,520	Benitez, Engelbert	115,312
Bakken, Lynn	50,835	Bateman, Enid	114,621	Benjoe, Janice	54,105
Balak, Janet	102,690	Bater, Charolett	80,930	Bennett, Annette	50,974
Balan, Elaine	50,090	Bathgate, Debra	59,737	Bennett, Lori	90,603
Balch, Laurie	85,128	Batiuk, Tayne	98,087	Benoit, Deborah	77,340
Baldock, Rita	88,896	Batty, Cynthia	66,043	Benoit, Linda	84,590
Baldock, Tara	50,937	Bauer, Egistina	106,416	Benson, Petra	61,822
Baldos, Evelyn	138,860	Baumann, Nancy	75,181	Berbano, Myra	91,442
Balfour, Don	53,174	Baumgartner, Kathleen	59,705	Berdos, Veronica	89,867
Balius, Ken	81,498	Baxter, Brittany	79,243	Bereti, Lorilee	92,723
Ball, Dorothy	64,202	Bazin, Jillane	78,173	Bereziuk, Chantel	109,733
Ball, Ronald	77,417	Beahm, Karen	73,485	Berezowski, Mark	72,645

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Berg, Cathy	58,991	Blomme, Elaine	80,175	Bowen, Max	68,687
Berg, Shauna	58,325	Bobetsis, Gus	90,399	Bowles, Brooke	78,084
Bergman, Christine	54,991	Bobetsis, Logan	125,638	Bowman, Jane D	144,801
Bergquist, Christa	50,218	Bobetsis, Spero	75,207	Boyachek, Michelene	96,188
Bernal, Ronald	104,227	Boczulak, Dianne	84,818	Boyd, Amber	53,815
Bernardo, Patrick Ericter	69,677	Bodani, Jayalaksh	399,089	Boyd, Cindy	57,561
Bernhardt, Geraldine	92,821	Bodnar, Christina	91,729	Boyd, Darlene	53,446
Bertram, Tracy	59,688	Bodnarchuk, Linda	90,700	Boyd, Marion	91,263
Berube, Daniel	66,722	Bodnaryk, Sharon	90,924	Boyer, Mary	109,119
Betker, Leslie	54,497	Boehlen, Reid	86,594	Braden, Julie	53,673
Betz, Brenda	62,208	Boehme, Leslie	61,399	Bradford, Michelle	74,420
Beutel Fox, Bonny	75,499	Boehmer, Mavis	86,324	Bradish, Miranda	59,425
Beutler, Cheryl	74,122	Boekelder, Roxanne	67,090	Brady, Janice	72,297
Beutler, Muriel	99,167	Boey, Joan	85,080	Brady, Ray	69,199
Bialobzyski, Kendra	80,805	Bogdan, Janet	65,490	Brandt, Aimee	82,079
Bichel, James	102,838	Bogdan, Mary	56,577	Brar, Harinder	87,078
Bidwell, Nicole	105,619	Bohun, Stefanie	72,733	Brash, Kim	56,068
Bieber, Michelle	65,866	Bolen, Karyn	87,135	Brass, Elisabeth	84,051
Bien, Marilyn Grace	52,122	Bolt, Rachel	65,980	Braun, Angela	55,201
Bigelow, Jeannette	85,519	Boncato, Rowell	54,832	Braun, Dona	90,471
Bilan, Denise	56,933	Bondarchuk, Aaron	58,152	Braun, Jacqueline	151,895
Bilan, Michelle	70,911	Bondarchuk, Eric	105,296	Bregensler, Heather	62,709
Bilkey Behrns, Phyllis	65,417	Bonderoff, Hazel	98,331	Brentnell, Sarah	85,026
Bilo, Maria	89,444	Bondoc, Mavelyn	82,423	Brentnell, Wanda	107,260
Bingham Adams, Karen	111,388	Bonk, Brenda	60,390	Brenzil, Marlene	65,023
Binner, Arlene	86,068	Bonokoski, Jodi	96,321	Brewer, Andrea	76,017
Birchard, Debbie	63,335	Booker, Elizabeth	79,721	Brezinski, Lori	100,513
Birchard, Lynn	65,100	Booker, John	84,177	Brian, Daniel	66,055
Bird, Judy	74,249	Bookout, Gaye	71,187	Briand, Sandra	85,430
Bird, Linda	98,708	Bootle Ziolkowski, Kelly	52,848	Briere, Bonnie	143,842
Bird, Marlyn	63,607	Booty, Kerry	65,306	Briere, Celeste	108,974
Bird, Verna	89,172	Bordas, Fred	91,729	Brigham, Debra	53,849
Birms, Heather	71,658	Borisko, Jennifer	68,944	Brigidear, Marie	80,276
Birrell, Breanna	74,531	Borja, Ma Elizab	98,853	Brignall, Lorae	89,714
Bishoff, Jocelyn	75,908	Borsa, Shawna	90,822	Brin, Jolyn	74,760
Bittman, Crystal	65,774	Bosch, Laura	54,669	Brisbois, Elva	82,462
Bituin, Michael Eric	77,618	Boschman, Judith	67,429	Brisebois, Desiree	77,298
Bjelland, Pamela	72,198	Bosovich, Darlene	63,677	Bristol, Ken	93,875
Bjerland, Glorianne	99,198	Boston, Kerry	51,401	Britt, Christina	54,797
Black, Darlene	104,378	Botkin, Larissa	102,397	Brittner, Beverley	59,224
Black, Marilyn	101,183	Boucher, Celeste	72,702	Brittner, Lindsay	62,311
Blackmer, Barb	84,493	Boucher, Scott	66,036	Brittner, Natalie	81,284
Blair, Ruth	101,066	Boudreau, Suzanne	138,701	Britton, Debra	51,005
Blanco, Bruce	96,032	Boulanger, Debbie	55,179	Britton, Karen	68,746
Blanco, Leor	99,306	Boulet, Nathan	62,509	Brzinski, Alexa	62,344
Blanco, Marianne	93,071	Boulet, Ray	58,803	Broadfoot, Blair	99,198
Blaser Lindenbach, Juliann	63,131	Bourassa, Kimberley	78,936	Brochu, Angela	75,124
Blayne, Sherie	89,364	Bourdages, Lori	71,685	Brochu, Mark	88,604
Bielloch, Alaina	61,603	Bourgault Fagnou, Michelle	68,082	Brockman, Anita	79,744
Bloch, Kevin	57,868	Bourret, Holly	54,051	Brockman, Shannon	77,400
Blommaert, Patricia	80,553	Bovee, Sabrina	51,130	Brolund, Roxanne	67,492
Blommaert, Teresa	51,575	Bowen, Francis	311,124	Brolund, Trudy	64,870

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Brook, Gail	53,925	Burke, Karen	53,053	Cameron, Tina	97,744
Brooks, Denise	91,679	Burkitt, Shannon	163,684	Camins Olmstead, Jocelyn	98,377
Brooks, Tracy	55,249	Burla, Tamara	101,103	Campbell, Brenda	76,510
Brossart, Cory	78,974	Burnay Vaags, Gisele	85,412	Campbell, Carol	50,926
Brotzel, Susan	70,915	Burns, Beverley	73,389	Campbell, Gordon	69,363
Broughton, Marlene	97,563	Burns, Carol	77,400	Campbell, Lisa	57,402
Brown Lewis, Murieka	167,014	Burns, Kimberley	88,645	Campbell, Margaret	67,973
Brown, Alison	88,851	Burns, Lorraine	64,329	Campbell, Tina	66,713
Brown, Beverly	89,875	Burns, Michele	71,066	Campbell, Tyler	73,571
Brown, Jeff	119,329	Burritt, Jennifer	72,970	Capponi, Ethel	68,876
Brown, John	120,048	Burt, Brenda	72,249	Cannon, Cheryl	58,016
Brown, Lisa	51,076	Burt, Dena	53,000	Canute, Raymond	93,913
Brown, Ramona	54,926	Busby, Camille	65,871	Caplette, Rhonda	50,015
Brown, Shauna	71,745	Busch, Delanna	68,887	Caragata, Cindy	79,959
Brown, Siobhan	57,889	Busch, Julie	87,781	Carasig, Daisy	94,817
Brownlee, Dianne	87,252	Busch, Michelle	56,188	Cargill, Brad	87,076
Brubacher, Mary	110,067	Buss, Florence	71,185	Carignan Young, Joanne	73,306
Bruce, Colleen	90,981	Butler, Erin	62,717	Carleton, Erica	66,903
Brunskill, Lindsay	66,986	Butler, Joyce	85,903	Carlson, Cheryl	83,602
Bryant, Lenore	98,084	Butler, Karen	96,980	Carlson, Ed	74,254
Brydon, Daniel	75,898	Butler, Lindsay	72,108	Carlson, Lorri Ann	143,074
Bryson, Genevieve	118,837	Butz, Colleen	55,573	Carlson, Stephanie	107,164
Bryson, Sarah	63,682	Butz, Dawn	68,077	Carlson, Teresa	144,344
Buchanan, Linda	107,312	Buzash, Candace	68,806	Carman, Chris	52,272
Buchholz, Marc	90,305	Buzash, Robert	79,063	Carman, Shelan	54,664
Buck, Curtis	50,024	Buzila, Dora	109,782	Caro, Josephine	99,627
Buckoski, Mary	85,010	Bye, Myma	102,652	Caron, Tiffany	90,615
Buckton, Kevin	125,219	Cabacungan Ecim, Clarina	100,345	Carr, Gary	58,996
Buddecke, Judith	92,627	Cabigon, Enrico	477,017	Carr, James	70,472
Bueckert, Devin	85,028	Cabral, Joanne	93,801	Carr, Lee Ann	76,088
Bueckert, Kimberly	66,632	Caburao, Crystal	77,530	Carr, Lisa	64,555
Buemio Campbell, Cecilia	122,753	Cadrin, Marie	109,119	Carrell, Dawna	65,054
Buen, Caroline	84,340	Cairns, Lisa	83,379	Carriere, Barbara	60,088
Buenavista, Rosemarie	86,544	Caladiao, Cherissa	98,593	Carson, George	226,117
Buendia, Johanna	85,214	Calamba, Amparo	119,703	Carson, Ramona	80,547
Bueno, Janet	97,828	Calcraft, Susan	112,482	Carter, Crista	70,643
Bueno, Kathlene	83,626	Calder, Dawn	144,801	Carton, Dayna	72,303
Buergel, Robyn P	70,890	Calderon, Rita	53,644	Carton, Susan	90,143
Buga, Karla Rae	51,573	Caleval, Robert	52,117	Carubio, Ruth	106,312
Bugiera, Claudette	57,878	Calhoon, Mae	102,752	Carvell, Daylene	63,631
Bugyi, Shari	82,088	Calibaba, Megan	62,074	Carvell, Leona	92,322
Buhler, Tracy	86,273	Calibio Cruz, Chyrel	91,843	Casemore, Beverley	63,261
Bulgis, Pamela	82,108	Calimente, Doris	78,066	Casemore, Chris	93,257
Bulka, Tiffany	82,964	Calland, Bryan	83,284	Casemore, Janel	53,676
Bundus, Karen	55,182	Callum, Marilyn	90,783	Cash, Kathy	53,956
Burant, Colette	89,934	Camara, Clorinda	57,621	Caufield, Lana	82,532
Burant, Denise	56,115	Camba, Anicia	56,779	Cave, Christoph	84,326
Burant, Rodney	76,934	Cameron, Bonnie	87,088	Cavers, Stephanie	107,311
Burchi, Jo Anne	81,234	Cameron, Faith	98,146	Cayabab, Almerante	95,337
Burchi, Melissa	62,651	Cameron, Julie	56,189	Cayari, Necita	78,582
Burechaillo, Della	57,785	Cameron, Katherine	95,656	Cazakoff, Sharon	86,821
Burgess, Susan	76,346	Cameron, Pamela	71,545	Cerato, Janice	84,674

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Individual	Payment	Individual	Payment	Individual	Payment
Ceron, Jocelyn	65,342	Chubak, Suzanne	68,470	Coles, Kathie	85,512
Chabot Baker, Jeanne	98,621	Chupik, Nancy	51,866	Collins, David	76,813
Chamberlin, Lindsay	65,955	Church, Cherie	79,645	Concha Jr, Treceiro	83,567
Chamberlin, Lisa	99,201	Church, Patricia	63,256	Connelly, Raynell	66,997
Chamney, Hall	78,681	Churchman, Carol	110,918	Constantino, Eleonor	103,975
Chan, Michael	65,198	Churko, Donna	98,356	Contreras, Gisela	66,389
Chan, Samdaye	79,191	Chursinoff, Charlene	53,576	Cook, Andrea	99,847
Chapman, Brenda	110,248	Cibart, Janice	92,728	Cook, Laurie	72,733
Chapple, Alan	144,801	Cichocki, Laura	72,039	Cook, Stephanie	86,566
Chard, Stephen	77,905	Cielo, Aida	91,873	Coomaran, Vettivelu	75,012
Charette, Brenda	75,151	Ciortan Schurko, Sharon	53,832	Coombs, Leann	62,463
Charleson, Sharon	94,737	Ciuga, Judith A	95,730	Cooney, Dudrow	98,956
Chartier, Lanaya	95,010	Clare, Robert	90,435	Coons, Pamela	94,458
Chartrand, Rhonda	60,468	Clark Downton, Cynthia	58,745	Cooper, Christina	70,322
Chase, Kathleen	60,002	Clark Musschoot, Melissa	113,765	Cooper, Daniel	77,400
Chasse, Bonnie	51,426	Clark, April	95,064	Cooper, Lucinda	54,115
Chaturvedi, Geeta	52,041	Clark, Jamie	85,903	Cooper, Ronald	94,883
Chaykowski, Jaclyn	61,344	Clark, Lesley	88,221	Corkery, Judith	78,737
Chaykowski, Kim	60,350	Clark, Serena	56,317	Corscadden, Wendy	63,652
Checa, Aleenor	52,693	Clarke, Charlene	104,851	Cortes Santos, Karen Mae	53,152
Checkley, Brian	55,566	Clarke, Deborah	61,373	Cortes, Stacey	58,051
Chegwin, Kate	55,900	Clarke, Ellen	55,290	Cosford, Kristen	65,258
Chen, Shan	81,639	Clarke, Janelle	51,372	Cossette, Marlee	92,911
Chernick, Christina	55,348	Clarke, Pamela	90,152	Cote, Marion	90,445
Cherwaty, Darren	111,400	Clarke, Tina	84,732	Cote, Shannon	91,359
Cherwinski, Jennifer	76,858	Clarkson, Tracy	104,896	Coulter, Bill	106,669
Chesko, Delee	67,846	Clay Lewis, Diane	88,894	Coulter, Cindy	68,945
Chesters, Patricia	69,136	Clay, Adeline	68,835	Coulter, Jessa	68,178
Chestney, Sherry	70,032	Claypool, Shannon	93,705	Coulthard, Maureen	85,947
Chevaller, William	71,825	Cleggott, Janet	59,921	Coupal, Alicia	72,318
Chevrier, Karen	58,106	Clelland, Dana Lu	53,931	Courtney, Jacci	63,273
Chew, Foong Mei	66,147	Clement, Loreen	92,722	Covert Ruttener, Laurie	65,179
Chicoose, Delmar	58,282	Clews, Krystal	82,552	Cowan, Shannon	65,797
Chicoose, Joylynn	51,846	Cloutier, Andrea	72,673	Cozine, Denise	69,695
Chijide, Valda	242,477	Clow, William	51,994	Cozman, Shelley	59,163
Ching, Nancy	81,388	Coates, Anna	94,025	Craig, Angeline	83,750
Chipanshi, Mary	63,327	Coates, Nancy	82,657	Craig, Dawn	82,555
Chisholm, Joanne	122,845	Coates, Rosemary	72,298	Craig, Joseph	52,195
Chomos, Heather	88,269	Cobb, Alissa	69,543	Cramm, Marlene	64,935
Chomyn, Terry	85,903	Cobbledick, Bev	67,784	Crampton, Diana	57,405
Chormey, Linda	70,499	Coburn, Ronald	81,673	Craven, Valorie	95,997
Chormeyko, Anita	85,903	Cochrane, Shelley	64,513	Crawford, Judy	68,633
Chow, Arnold	72,350	Code, Barbara	90,365	Crawford, Miranda	97,644
Chrispin, Victoria	55,739	Coderre, Terri	88,740	Crerar, Elsie	61,647
Christensen, Donna	96,980	Cody, Kim	58,732	Creurer, Jeanne	60,685
Christensen, Tamara	85,903	Coghill, Hollis	52,084	Cridle, Cassilee	51,509
Christmann, Alison	68,131	Colclough, Arthur	98,883	Critton, Vanessa	70,326
Christoph, Valerie	128,700	Colclough, Maureen	66,712	Crittenden, Shirley	89,773
Christopherson, Catherine	73,728	Cole Sebastian, Valerie	65,514	Crone, Darlene	54,511
Christopherson, Clifton	58,998	Cole, Jade	57,740	Crook, Beverley	59,112
Christopherson, Kim	63,627	Cole, Kendra	83,844	Crookshanks, Carolyn	89,642
Chrusch, Wendy	246,270	Coleman, Jean	80,548	Cross, Beverley	90,066

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Individual	Payment	Individual	Payment	Individual	Payment
Cross, Brenda	59,884	Davidovich, Lorrie	125,335	Deroose, Veronica	65,176
Cross, Bryan	98,690	Davidovich, Lynnise	69,618	Derow, Melissa	55,622
Cross, Treena	77,950	Davidson, Barbara	108,497	Derrick, Roy	193,196
Crossley, Laurie	90,952	Davidson, Cathy	97,962	Deshaires, Janelle	88,448
Crowe, Nanciann	90,787	Davidson, Colleen	64,818	Desjardins, Annette	82,570
Crozier, Margaret	106,455	Davidson, Vivian	167,994	Desjarlais, Elise	75,058
Cruise, Loretta	104,090	Davies, Karen	110,541	Desjarlais, Tyler	58,976
Crump, Irene	67,312	Davies, Valerie	144,801	Desnomie, Doreen	95,539
Cruz Paraiso, Myrna	56,533	Davies, W Paul	94,455	Desnomie, Harry	83,423
Cruz, Jennifer	94,371	Dawn, Brandi	67,248	Desrochers, Miranda	91,087
Csudom, John	64,946	Dawson, Lorna	91,495	Desrosiers, Bernard	75,370
Cuddington, Terry	82,082	Day, Arlene	59,490	Detiquez, Ronaldo	79,870
Culig, Ernesto	78,372	Day, Christine	107,706	Devaraj, Ramachand	303,449
Culig, Glory	175,248	Day, Edward	103,320	Devine, Sandra	96,438
Cullen, Christina	78,643	Dayne, Jacqueline	101,792	Dewald, Connie	105,916
Cullen, John Paul	144,589	De Castro, Sienna Angel	107,835	Dewitt, Kathryn	90,404
Culling, Carla	98,075	De La Cruz, Vincent	88,343	Dhaliwal, Harpreet	50,010
Cullins, Joan	59,019	De Los Reyes, Sonia	135,052	Dhaliwal, Mohinder	69,872
Currie Noble, Jill	75,516	Dean, Erlinda	55,092	Dhillon, Kam	145,687
Currie, Deanna	76,342	Dean, Valerie	55,894	Diana, Dinah	56,366
Currie, Lynne	128,469	Deaust, Leanne	73,646	Dickie, Crystal	68,911
Currie, Marjorie	77,400	Debesai, Michael	83,341	Dickie, Kim	64,053
Currie, Nicolle	109,107	Decano, Felina	164,452	Dickie, Stephen	110,872
Currin, Marlene	54,534	Decem, Naw Paw	63,427	Dickin, Tamara	89,897
Curry, Glenna	87,910	Deck, Gordon	64,398	Dickson, Diane	52,916
Cursons, Sara	62,700	Deck, Heather	68,759	Dickson, Karen	92,775
Curtis, Deborah	122,980	Deck, Melinda	72,836	Didyk, Danielle	59,982
Curtis, Patricia	86,388	Decorby, Bonny	57,349	Diehl, Brenda	67,043
Curtis, Rob	78,647	Decosmo, Carla	72,268	Dielschneider, Lori	96,550
Curts, Ashley	80,474	Dedecker, Leanne	51,875	Dielschneider, Pat	75,969
Curts, Jacqueline	71,245	Deets, Barbara	87,334	Dielschneider, Lynne	90,963
Cwynar, Chris	88,564	Dehmke, Cheryl	59,729	Diener, Tania	271,321
Cyr, Nicole	107,638	Deis, Patricia	54,230	Diestro, Madeline	98,446
Czmuchalek, Alysia	73,735	Deis, Patti	90,533	Dillon, Lahoma	58,052
Daaza, Rosemary	96,991	Deiter, Robert	57,198	Dima, Andi	77,392
Dabao, Cherrylyn	60,935	Dejose, Breanne	67,509	Dimaano, Maria	103,468
Dahlgren, Lori	61,001	Dela Cruz, Aubrey	92,495	Dimalanta, Maria	54,670
Dakiniewich, Lori	62,940	Dela Cruz, Nilo	100,331	Dimond, Jory	60,114
Daku, Bonnie	88,507	Delaforest, Irene	58,990	Dix, Vanessa	60,993
Dally, Katherine	90,593	Delainey, Linda	94,985	Dixon, Lana	60,285
Daly, Jason	74,726	Delorme, Marvin	62,799	Dixon, Laura	53,675
Dancsok, Marie	70,093	Delsnider, Allison	81,630	Dizon, Josephine Iris	88,156
Danielson, Carla	54,638	Demeria, Anne	95,663	Dizy, Jacqueline	100,355
Danielson, Deborah	93,607	Demerse, Vicki	76,288	Dmyterko, Myles	71,751
Danylcuk, Mike	72,541	Dempsey, Charlene	60,963	Dmyterko, Sylvia	102,684
Danyliw, Brian	111,400	Demyen, Alisha	68,457	Dmyterko, Zenia	81,093
Dappay, Carina	88,133	Denham, Kristen	78,945	Doan, Pamela	65,002
Daradich, Byron	64,744	Denham, Terence	58,997	Dobra, Sandra	75,840
Daradich, Tracey	56,385	Denouden, Kathleen	72,174	Dobrinski, Bonnie	61,912
Datchko, Melissa	68,955	Dentremont, Andre	78,744	Dobson, Joy	169,497
Dauphinalis, Cori	77,282	Deogaygay, Janice	82,744	Dockendorff, Teresa	56,756
David, Marc	109,262	Deregowski, Andrea	56,115	Doering, Frances	56,770

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Individual	Payment	Individual	Payment	Individual	Payment
Doerksen, Norma	65,942	Dumont, Loreen	99,952	Eisenzimmer, Kathryn	57,241
Dolha, Lloyd	85,604	Dumont, Zack	92,055	El Kelani, Marry	53,482
Dolor, Jacqueline	83,230	Duncan, Shannon	54,237	Elder, Kristin	79,443
Domingo, Francis	85,072	Duncan, Shelley	51,662	Elder, Marian	87,824
Donald, Angela	60,655	Duncan, Tessa	93,042	Eley, Maureen	70,050
Donald, Heather	85,903	Duncanson, Judith	80,479	Elli, Grettalyn	132,027
Donaldson, Lorie	98,047	Dunfield, Vera	110,873	Ellard, Marina	75,773
Donaldson, Tanya	54,134	Dunford, Lynette	95,493	Elliott, Heather	81,821
Dong, Cindy	69,891	Dungca, Nova	71,051	Elliott, Virginia	125,401
Donison, Jennifer	88,955	Dunlop, Kim	84,138	Ellis, Carla	88,879
Donison, Nicole	80,305	Dunn, Shauna	93,461	Ellis, Lauren	87,164
Donison, Rebecca	59,495	Dunphy, Cory	65,431	Ellis, Sharon	69,390
Donnelly, Edna	86,029	Dunville, Deanna	83,738	Ellis, Tracey	123,200
Donnelly, Jo Anne	92,007	Duong, Tu	102,750	Ellis, Yvonne	52,106
Donnelly, Mellissa	114,149	Duperreault, Paul	52,972	Elmberg, Lori	93,159
Donst, Lesley	63,863	Dupont, Heidi	81,297	Emeka Okere, Elizabeth	92,248
Dore, Pauline	61,231	Dureau, Crystal	63,461	Emery, Alison	84,021
Dorgan, Heather	98,900	Dureault, Gloria	65,427	Engel, Anna	82,090
Dornstauder, Kenneth	85,869	Dusterbeck Colhoun,	62,456	Engel, Keith	65,540
Dosdall, Cheryl	75,730	Tammy		Engel, Linda	86,458
Dosenberger, Brian	52,191	Dusyk, Bradley	57,622	Engel, Patricia	99,149
Doucette, Rebecca	83,726	Dutchak, Kristin	124,392	Engеле, Carla	86,778
Doughty, Patricia	54,064	Dvemichuk, Ranel	65,291	Engèle, Kathleen	109,729
Douglas, Adrienne	54,700	Dybwig, Colleen	90,901	Engèle, Ruth	50,232
Doutkewitch, Irena	57,792	Dyck, Darla	126,490	Engen, Kathy	118,814
Dovell, Peggy	100,469	Dyck, Dena	70,029	English, Darcy	98,551
Downey, Scott	93,303	Dyck, Donna	89,381	English, Toby Kay	51,291
Drackett, Catherine	89,616	Dyer, Deborah	83,690	Enmark, Sherry	97,901
Drackett, Nancy	123,830	Dynna, Jeannette	53,228	Enns, Adine	65,417
Drake, Peggy	85,903	Dynna, Lisa	55,550	Ens, Cindy	62,621
Drebnicki, Nestor	51,692	Ealey, Dianne	51,981	Entner, Darren	113,685
Dreher, Annemarie	71,588	Earnshaw, Karen	144,189	Entz, Teresa	59,671
Dreher, Julie	93,282	Earnshaw, Theresa	93,515	Erdelyan, Marla	52,446
Dribenki, Carolyn	85,944	East, Lori	96,383	Erfurt, Carolyn	91,211
Droder, Danielle	75,912	Easton, Bonnie	80,948	Erick, Brenda	54,733
Drummelsmith, Jean	53,376	Eberle, Janet	96,652	Erickson, Betty Ann	60,301
Drummond, James	98,258	Eckert, Laurie	87,116	Erickson, Heather	111,471
Dubey, Gaurav	78,871	Edge, Linda	98,953	Erickson, Jennifer	97,912
Dubin, Michelle	50,395	Edgerton, Jordan	74,559	Erickson, Judith	72,055
Dublanica, Tricia	66,748	Edmands, Carol	81,664	Erickson, Michael	52,982
Dubois, Brenda	70,537	Edmands, Jeff	93,045	Erickson, Sarah	74,645
Duchak, Catherine	96,072	Edmands, Laura	74,022	Eixon, Lindsey	65,848
Ducharmie, Tricia	77,213	Edwards, Colleen	117,526	Erman, Connie	75,553
Duesterbeck, Jennifer	61,191	Edwards, Joanne	80,486	Ermel, Kelly	63,497
Duff, Afton	82,135	Edwards, Nancy	67,051	Ermel, Rebecca	83,656
Dufour, Debra	91,809	Edworthy, Alison	55,976	Eros, Hazel	65,002
Dukart, Jessica	76,849	Efunwa, Uche	54,661	Escanlar, Anabellee	119,881
Duke, Bradley	53,738	Egeto, Kyle	78,453	Escott, Susan	90,850
Duke, Cheryl	92,554	Ehr, Cassandra	76,136	Espenell, Gaye	83,886
Duke, Meghan	80,911	Ehrlich, Victoria	98,968	Espinosa, Eilene Mae	86,102
Dumont, Erica	64,431	Ehrmantraut, Donald	111,399	Essien, Benjamin	72,460
Dumont, Kelsey	71,299	Eichhorst, Helga	86,392	Estacion, Raquel	84,806

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Estioco, Joseph	85,011	Fesciuc, Kimberley	87,127	Fohr, Chris	89,194
Ethier, Kristen	80,952	Feser, Janice	74,692	Foley, Jodi	85,123
Euraoba, Cecilia	59,492	Fesser, Renee	58,794	Foley, Ken	53,950
Euteneier, Gail	52,724	Fetalino, Mark Anthony	82,228	Foley, Rachelle	67,287
Euteneier, Sandra	125,399	Fetch, Bobby	63,329	Folgering, Tina	80,781
Eva, Maureen	67,497	Fetch, Jarret	67,560	Folk, Maria	111,897
Evancio, Arnold	69,195	Fetter, Katherine	88,324	Folk, Ronald	95,907
Evans, Donna	91,333	Fichter, Kim	69,199	Fong, Karen	76,048
Evans, Julia	60,253	Fichter, Loralee	50,047	Forbes, Heather	96,030
Evans, Leah	74,541	Fidler, Bozena	66,218	Forman, Holly	67,344
Evans, Lynn	54,881	Fidler, Mariusz	63,204	Forman, Sheila	80,520
Ewanchuk, Adrienne	71,703	Field, Cathy	64,428	Fornwald, Amanda	58,540
Ewart, Brian	64,693	Field, Susan	90,404	Fornwald, Elizabeth	61,993
Ewart, Nicole	64,140	Filippi, Shelly	94,881	Forrest, Melissa	66,359
Exner, Kate	88,515	Fillmore, Karen	64,099	Forrester, Christy	63,426
Fadare, Deborah	134,442	Findlay, Cyndy	74,885	Forsberg, Peggy	75,096
Fahlman, Joann	60,223	Findlay, Ronalee	58,121	Forshner, Ruby	91,415
Fahlman, Kelly	59,341	Fingas, Gloria	62,039	Forsythe, David	53,821
Falana, Ayorinde	62,850	Fink, Barbara	62,530	Foster, Lori	88,132
Famulak, Jackie	87,861	Fink, Barbara	68,305	Foster, Monica	91,032
Famulak, Maegan	71,722	Fink, Eleanor	51,543	Fox Tittle, Julianne	61,517
Farkas, Lynnmarie	71,820	Fink, Wendy	84,986	Fox, Colleen	64,136
Farley, Margaret	92,142	Fiorante, Connie	91,000	Fox, Marina	57,504
Farmer, Carol	65,394	Fischer, Chandra	89,287	Fraipont, Wendy	78,479
Farnden, Janelle	84,737	Fischer, Claire	91,405	Francis, Barbara	88,302
Farnell, Sheila	61,076	Fiset Brezinski, Gisele	55,205	Francis, Dev	93,150
Farrell, Ashley	56,075	Fisher Baran, Destiny	76,215	Francisco, Jane	98,543
Farrell, Grace	110,750	Fisher Phillips, Heidi	85,903	Francisco, Lucila	76,609
Farrow, Delee	57,736	Fisher, Alison	52,690	Frank, Shantel	71,377
Farrow, Vicki	88,147	Fisher, Heather	91,039	Franks, Dianne	58,920
Fauchon, Michelle	77,556	Fisher, Monique	101,107	Fraser, Deborah	54,418
Faulkner, April	76,396	Fishley, Melissa	61,506	Fraser, Holly	95,013
Fawcett Kennett, Jacqui	89,228	Fitzgerald, Jean	93,907	Fraser, Nicola	62,675
Fay, Christopher	78,428	Fitzgerald, Jeremiah	96,955	Fraser, Nicole	102,151
Faye, Judy	53,266	Fitzsimmons, Donald	70,163	Fraynak, Joanne	97,430
Faye, Rachel	75,153	Fizzard, Andrea	65,069	Fredlund, Tammy	58,889
Fedec, Jacqueline	103,725	Fizzard, Sheldon	76,905	Freeman, Joanne	108,387
Federko, Marion	72,696	Flaman, Esther	57,540	Freeman, Karol	82,903
Fedirko, John	109,835	Flaman, Nancy	96,050	Frei, Joanne	66,591
Fedirko, Lori	76,221	Flaman, Sharon	95,384	Freiheit, Karen	95,878
Fehler, Beverly	54,942	Fleece, Jason	75,460	Frew, Nadiya	85,548
Fehr, Elaine	88,095	Fleming, Deborah	64,627	Frier, Debbie	77,400
Fehr, Wendy	100,153	Fleming, Dianne	64,382	Friesen, Amy	96,243
Feil, Shauna	87,514	Fleming, Shalon	55,262	Friesen, Della	85,008
Feland, Carma	75,820	Flengeris, Helen	68,663	Friesen, Gregory	51,054
Fellner, Carol	55,230	Fletcher, Rhonda	86,732	Friesen, Wendy	85,782
Feltin, Susan	65,446	Flood, Ramona	76,192	Fritz, Lola	74,466
Fennell, Susan	52,199	Florek, Leanna	53,711	Froehlich, Jason	82,610
Ferguson, Janet	88,169	Flores, Dernelza	101,695	Froese, Audrey	63,209
Ferguson, Joan	72,112	Flores, Karen Kayle	92,316	Froh, Thomas	71,480
Ferguson, Lisa	51,606	Flowers, Barbara	85,903	Froh, Twyla	51,264
Ferguson, Sheila	91,714	Fluter, Lenore	99,702	From, Sandra	114,946

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Frombach, Kristin	82,064	Gee, Kin	59,039	Girard, Susan	82,818
Fromm, Linda	90,307	Gee, Nathan	60,292	Giroux, Kristin	57,004
Frostad, Kathryn	58,189	Geis, Kristina	80,652	Glabus, Shelley	66,661
Fry, Brenda	76,261	Gelowitz, Denise	103,704	Glas, Lindsay	61,207
Fry, Jody	70,348	Gelowitz, Veronica	85,903	Glas, Shannon	97,681
Fry, Margaret	64,247	Gementiza, Mariel	86,266	Glasser, Carol	142,853
Fuchs, Dennaye	77,891	Genoves, Gilma	66,963	Glasser, Loma	60,606
Fuchs, Stacy	58,595	Genoves, Wilbert	108,780	Glasser, Monica	60,301
Fuerte, Jaemie Rae	88,064	Gentile, Cindy	77,374	Glendenning, Lorraine	107,309
Fuessel, Erin	91,507	Gentles, Shirley	120,130	Glettler, Marlene	65,122
Fuhro, Heather	66,220	George, Monique	89,456	Glines, Gail	61,062
Fullerton, Shelly	60,957	George, Tricia	71,158	Globa, Maryann	99,198
Funke, Annamarie	89,331	Gerber, Victoria	98,464	Gmerek, Renita	81,784
Gabel, Grant	93,599	Gerbrandt, Shelley	73,342	Godenir, Leah	61,002
Gabel, Leslie	98,025	Gerein, Ruth	69,377	Godfrey Wall, Crystal	57,606
Gabora, Balynda	89,230	Gerhardt, Brenda	67,666	Goertzen, Florence	83,431
Gaboury, Adele	59,123	Gerhardt, Theresa	82,416	Goettler, Darla	65,917
Gabriel, Alice	56,447	Germaine, Sandra	99,897	Goetz, Anthony	66,950
Gabriel, Melissa	104,581	Gerrard, Shirley	95,294	Gogal, Shannon	71,818
Gabrielle, Michelle	57,052	Gerspacher, Tracy	85,127	Gokavi, Christina	75,443
Gackle, Patricia	56,458	Gessell, Mickey	105,986	Goldfinch Dube, Carmen	98,685
Gadica, Sandra	103,848	Gessner, Dusten	72,454	Golding Guest, Leanne	51,668
Gahiti, Jovita	52,503	Gettle, Peggy	60,353	Golemba, Shirley	63,628
Gaillard, Valorie	56,096	Getz, Alice	113,949	Gollan, Tammy	51,130
Galger, Colleen	69,201	Getz, Bradley	58,931	Gomez, Jugen	149,649
Gallagher, Roxanne	68,764	Giannini, Savanna	75,149	Gonzales, Gema	100,777
Gallais, Nicole	67,220	Gianoli, Patricia	52,869	Goodman, Craig	59,939
Gallant, Debbie	52,745	Gibbons, Katherine	79,155	Goodtrack, Jacqueline	85,744
Gallenger, Kimberly	55,342	Gibney, Nicole	85,108	Goolevitch, Vanessa	64,142
Galloway, Sheldon	56,555	Gibson, Cathy	65,897	Gordon, Janelle	67,560
Gammel, Leanne	70,338	Gibson, David	70,206	Gordon, Lorelei	50,478
Gan, Xiao Juan	52,980	Gibson, Jeff	96,978	Gordon, Robert	72,882
Gane, Jaclyn	57,295	Gibson, Lynann	59,125	Gorin, Valerie	84,890
Garchinski, Lori	111,399	Gibson, Norleen	64,731	Gorkoff, Tonya	71,507
Garcia, Catherine	108,693	Gieg, Brian	77,651	Gorrell, Faye	72,644
Gardikiotis, Tracy	72,519	Gieni, Shawna	61,888	Gotchia, Guylaine	151,680
Gardner, Heather	75,682	Gieni, Shirley	91,633	Gotoc, Menardo	55,466
Gardner, Linda	65,592	Giesbrecht, Colin	77,019	Gottselig, Anita	85,214
Garnsey, Nicole	63,714	Giesinger, Katherine	65,130	Gottselig, Darryl	76,518
Garratt, Nancy	87,163	Giesinger, Shawna	81,616	Goud, Bonnie	64,867
Garratt, Sharon	144,801	Gil, Kimberly	84,561	Goud, Britta	65,850
Garstin, Connie	95,816	Gilbert, Jennifer	96,611	Goudreau, Robert	79,292
Garven, Terri	88,156	Giles, Penny	101,864	Gould, Tracy	59,961
Gasper, Jennifer	92,972	Gilewicz, Cynthia	51,256	Govender, Ashokran	76,434
Gasteiger, Sabrina	77,964	Gilewicz, Dennis	56,040	Graessli, Dea	85,938
Gate, Melissa	98,374	Gilewicz, Eileen	93,515	Graf, Jennifer	70,587
Gatin, Sarah	79,638	Gill, Marianne	96,261	Graham, Arlene	99,241
Gattinger, Clare	90,170	Gill, Ricky	76,992	Graham, Jeanette	69,294
Gauthier, Debbie	132,689	Gill, Shirley	51,226	Grainger, Christina	99,559
Gaw, Raelynn	81,934	Gillanders, Jennifer	70,056	Grainger, Valerie	66,739
Geall, Bonnie	68,739	Gillert, Alicia	56,474	Grammatico, Dino	550,361
Gebregiziber, Liya	51,718	Gimeno, Honeyleth	88,070	Granada, Kristine	88,760

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Grandel, Contessa	50,404	Guenther, Zonia	62,654	Hamelin, Paula	72,779
Grandish, Susan	111,399	Guenzel, Suzanne	66,770	Hameluck, Paul	121,138
Granello, Marco	77,784	Guerra, Fernando	78,535	Hamilton, Mary	72,190
Granello, Yvonne	92,883	Guerrero O'Neil, Marielena	60,579	Hammond, Shea	53,256
Granger, Morag	101,698	Guerrero, Candice Grace	76,399	Hango, Valerie	62,640
Grant, Gerri	77,590	Guest, Tamara	88,712	Hanna, Shari	106,680
Grant, Marnie	57,591	Guillemin, Jo Anne	90,303	Hannah, Rhonda	100,006
Grasby, Murray	76,508	Guingab, Elinore	75,952	Hannah, Suzanne	102,403
Grasdal, Patricia	121,254	Gulka, Suzanne	85,171	Hanowski, Alicia	93,266
Gray, Carolyn	96,301	Gumban, Avelino	127,558	Hanowski, Jolene	55,670
Greanya, Leonard	67,527	Gunn, Gerald	100,361	Hansinger, Sonia	95,947
Greaves, Annemarie	97,888	Gunnlaugson, Sandra	58,806	Hanson, Alexandra	57,535
Greaves, Jolene	77,481	Gurski, Penny	99,201	Hanson, Brenda	115,243
Greaves, Patricia	71,595	Gustilo, Andrea	83,815	Hanson, Nancy	87,937
Grebinsky, Cindy Lou	101,760	Guthell, Jocelyn	139,726	Hanson, Trisha	71,710
Green, Andrea	84,251	Gutwin, Kim	81,254	Harder, Brenda	90,179
Green, Carla	70,246	Guy, Sheri	58,803	Harder, Erin	64,036
Green, Dianne	79,390	Gwiliam, Rosella	98,884	Harder, Ruth	80,893
Green, Karen	55,828	Gyorfí, Cindy	73,972	Hardy, Marion	65,926
Green, Shelly	53,334	Gyorfí, Marieanne	55,491	Hardy, Pamela	65,347
Greene, Veria	91,268	Haas, Amanda	69,869	Harker, Kendra	60,251
Greening, Nicole	54,725	Habac, Hanna	96,387	Harkness, Jeanette	61,700
Greenwood, Pat	94,081	Hachkewich, Lea	71,906	Harle, Connie	96,044
Gregoire, Barbara	86,086	Hachkewich, Margaret	50,692	Harley, Raylene	61,823
Gregory, Jemma	67,836	Hachkewich, Yvonne	60,210	Harmer, Jack	76,835
Gregory, Laura	74,086	Hack, Katherine	71,083	Harper, Catherine	69,880
Greschuk, Sandra	65,168	Hadubiak, Lindsey	76,490	Harper, Kyla	59,869
Greville, Jason	58,174	Hagan, Tracy	96,020	Harris, Charlotte	77,542
Griffin, Carolyn	62,383	Hagen, Naomi	101,997	Harris, Kandis	53,344
Griffin, Denise	69,929	Hagerty, Tamara	84,008	Harris, Kimberly	51,692
Griffith, Jacqueline	62,960	Haggarty, Karen	53,838	Harris, Susan	73,280
Griffiths, Tara	91,807	Hagglund, Marlene	55,290	Harris, Yvonne	92,086
Grigg, Karlee	72,753	Hagman Obst, Lana	57,895	Harrison, Heather	91,681
Grills, Gloria	62,078	Hagman, Kelli	99,729	Harrison, Ian	75,909
Grimard, Cindy	59,478	Haid, Lori	85,132	Harrison, Lorrie	76,825
Grimeau, Crystal	59,779	Haines, Michael	85,903	Harrison, Scott	98,336
Grimeau, Fern	54,188	Haines, Winnifred	90,385	Harrison, Terry	59,030
Grimm, Helen	80,155	Haithwaite, Meghan	58,072	Hart Mitchell, Regan	67,173
Grismer, Dana	76,808	Halbwachs, Maxine	87,266	Hart, Emily	62,488
Grobowsky, Kerri	80,124	Hale, Barbara	89,863	Hart, Lucille	53,533
Groenveld, Layli	51,643	Haleem, Fatima Za	66,061	Hartley, Karen	94,809
Grohs, Ashley	89,417	Hales, Ashley	55,238	Hartley, Laurie An	92,678
Grohs, Trina	81,155	Haley, Shelly	79,556	Hartley, Teresa	77,400
Gronhovd, Wanda	72,546	Halford, Jacqueline	58,084	Hartman, Maria	72,209
Gronick, Sabrina	52,745	Haliwyz, Kathleen	55,542	Hartman, Valorie	61,452
Gross, Joren	79,990	Hall, Collette	132,635	Hartness, Collin	85,869
Gross, Linda	91,850	Hall, Darla	94,985	Hartney, Heather	83,188
Grund, Tracy	66,360	Hall, Leanne	53,672	Hartney, John	98,901
Gryschuk, Paul	64,561	Hall, Shirley	63,362	Hartwell, Randi	91,852
Guansing, Alistair	99,473	Halladay, Amanda	62,409	Harty, Carolyn	94,050
Guckert, Christen	91,011	Halldorson, Hallie	83,022	Harty, Tanya	61,131
Guenther, Sharon	83,282	Halulik, Alana	56,293	Harvey, Ella	80,636

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Individual	Payment	Individual	Payment	Individual	Payment
Hashem, Shannon	70,069	Herauf, Melissa	53,798	Hodson, Paul	90,492
Hashimi, Samira	52,159	Herbert, Chelsea	78,038	Hoeflicher, Jean	65,589
Hastings, Nadine	60,223	Herbison, Sherry	77,400	Hoeft, Marie	89,766
Haukaas, Barry	78,840	Herchak, Mike	53,644	Hoef, Tracy	68,478
Haukeness, Lora	57,360	Herchuk Norris, Lorie	64,273	Hofer, Sandra	98,578
Hauser, Jeff	98,751	Herczakowski, Leanne	94,848	Hoff, Judy	87,059
Hawco, Nicole	76,181	Hergott, Cecilia	51,388	Hoffarth, Kristin	73,958
Hawes, Cynthia	63,987	Herman, Jacqueline	71,988	Hoffman, Christie	81,371
Hawkins, Cynthia	91,229	Herman, Nicki	50,698	Hoffman, Penny	72,691
Hawkins, Pamela	88,362	Hermanson, Marion	78,998	Hoffman, Shelley	85,873
Haynes, Jennie	58,796	Hermanus, Kim	53,380	Hoffmeyer, Anette	66,499
Hazen, Michelle	92,552	Hernandez, Hennessy	107,292	Hoffort, Ashley	79,517
Head, Dorothy	66,927	Hernando, Jessica	50,175	Hoffort, Jordin	60,528
Heaney, Celeste	89,967	Hernani, Xyzary	93,543	Hogberg, Roger	50,909
Heathcote, Debra	77,853	Herod, Corey	90,312	Hogg, Sarah	115,567
Heathcote, Jon	74,167	Herr, Greg	74,614	Holba, Nicole	82,988
Hebert, Ann	67,723	Herzog, Mark	78,195	Holbrow, Matt	52,849
Hebert, Brittny	78,142	Herzog, Shari	80,358	Holcomb, Lauren	68,192
Hebert, Crystal	75,169	Heuchert, Lois	70,299	Holden, Amy	90,431
Hebig, Sandra	50,339	Heuchert, Wendy	72,369	Holden, Kathryn	99,596
Hedley, Tera	52,419	Hewitt, Lisa	69,903	Holfeld, Sandra	91,485
Hedstrom, Brent	69,368	Hextall, Gail	65,813	Hollebeke, Coleen	57,845
Heebner, David	106,929	Heywood, Danae	70,201	Holiday, Michele	88,725
Heenan, Donald	64,387	Hicke, Janice	82,574	Hollinger, Colleen	90,611
Heerspink, Brett	51,651	Hickey, Jacqueline	97,699	Hollinger, Wanda	64,243
Hegedus, Beverley	72,180	Hickie, Laurie	75,292	Holmes, Heather	91,577
Hegglin, Karen	62,353	Hicks, Daniel	76,201	Holmes, Lisa	55,243
Heiberg, Melody	76,976	Hicks, Roy	53,953	Holmes, Marcia	95,798
Heidt, Margaret	53,479	Hiebert, Brenda	93,590	Holmstrom, Carol	63,859
Hein, Joyce	56,317	Hiebert, Orrey	75,882	Holness, Kandace	50,216
Hein, Shannon	94,736	Higgins, Mike	225,434	Holt, Cheryl	95,652
Heinrichs, Menno	94,706	Highmoor, Laura	63,527	Holt, Shawna	67,990
Heinrichs, Ronald	60,837	Hilbner, Linda	102,915	Holt, Teresa	63,841
Helfrick, Kimberly	68,328	Hildebrand, Teresa	93,016	Holt, Trina	124,171
Helfrick, Margaret	62,773	Hill, Donna	59,870	Holzapfel, Donna	61,639
Helfrick, Michelle	55,329	Hill, Gladys	50,081	Homes, Brenda	67,118
Heller, Wendy	63,799	Hill, Keith	88,989	Hoogeveen, Lance	89,855
Helmond, Dan	65,951	Hill, Kristie	65,016	Hooker, Cara	92,068
Hembroff, Margaret	63,786	Hill, Micheal	84,617	Hooker, Paula	73,855
Hendrickson, Brenda	146,860	Hill, Sherry	63,252	Hooker, Stacey	97,905
Henley, Jean	55,470	Hillier, Justin	82,488	Hooper, Vivian	55,082
Henneberg, Patricia	86,658	Hilts, Debra	52,314	Hopfauf, Lori	107,920
Hennie, Debra	63,813	Hipolito, Christabella	89,526	Hopkin, Erin	88,908
Hennink, Maurice	251,693	Hislop, Jessica	67,690	Hopkin, Keith	64,386
Henricksen, Rosemary	70,777	Hitchcock, Edward	74,298	Hopkins, Elaine	54,520
Henrion, Karen	64,687	Hladun, Deanna	105,491	Hopson, Heather	52,630
Henry, Doris	85,593	Hnidek Wilson, Lydia	98,470	Horbach, William	113,490
Henry, Lana	52,614	Hobbins, Melanie	67,188	Horbal, Amanda	67,251
Hepting, Carol	68,926	Hockley, Elaine	97,852	Horejda, Natalie	76,151
Hepting, Wendy	56,023	Hodges, Rachel	61,556	Horning, Jennifer	79,861
Hepworth, Shelley	67,662	Hodgson, Barbara	79,198	Homoil, Denise	56,435
Herauf, Mandy	59,632	Hodson, Dellina	85,529	Horse, Lucille	70,204

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Individual	Payment	Individual	Payment	Individual	Payment
Horsman, Paulette	124,657	Hutt, Amy	74,584	Jamroziak, Jerzyk	67,097
Horton, Christine	98,908	Huys, Deborah	98,366	Jan, Shalene	67,599
Horvath, Ken	64,989	Hydaman, Janis	91,005	Janotta, David	64,458
Horvath, Lois	92,691	Hyer, Jeanne	53,143	Japson, Joanna Norie	109,134
Horvey, Lisa	100,563	Hynds, Shannon	71,078	Jarikre, Alero	95,555
Hosaluk, Suzanne	90,153	Hysuick, Kerri	72,190	Jaster, Brian	72,156
Hotchen, Marlene	86,957	Iannetta, Victoria	91,238	Jaster, Nicole	69,604
Hough, Jan	75,676	Idem, Idi	60,576	Java, Iris	89,300
Hoult, Donna	91,926	Idhay, Denzil Ryan	82,847	Javier, Lynette	163,599
Hoven, Amy	61,674	Idt, Christie	50,968	Jaworski, Brenda	79,637
Howat, Henriette	112,682	Ilaga, Grachelle	97,259	Jeannot, Alayna	76,743
Howden, Janice	91,842	Ing, Barbara L	70,489	Jeannot, Sharon	76,112
Howe, Karen	81,227	Ingeniero, Rona	91,953	Jellow, Mary	82,559
Howie, Douglas	80,950	Ingham Petrescue, Carol	60,258	Jendraschke, Melissa	84,964
Howie, Naomi	88,561	Ingham, Darren	88,020	Jennett, Steven	83,991
Hoyurn, Jo Anne	56,942	Ingham, Dianna	90,361	Jensen, Chris	88,140
Hrynowetsky, Denice	69,752	Ingham, Julia	80,137	Jensen, Karen	65,268
Hrynowetsky, Sheldon	86,754	Inglealdson, Marjorie	106,733	Jeske, Beverly	100,168
Hubac, Louie	86,371	Ingleby, Joanna	94,708	Jeske, Jacqueline	88,788
Hubbard, Carol	52,545	Ingram, Lynne	98,089	Jeske, Winona	97,454
Hubbard, Crystal	50,541	Ingrouville, Bonny	54,504	Jewett Curley, Emilie	68,268
Hubbard, Glenda	57,416	Inkson, Sherryl	85,903	Johannson, Kevin	80,265
Huber Flahr, Charlene	102,099	Innes, Heather	107,874	Johannson, Shelley	50,011
Huber, Laurel	69,058	Ireland, Debra	55,004	Johanson, Kellie	54,304
Huber, Sharon	56,210	Ireland, Nicholas	50,500	Johns, Brandy	56,677
Huber, Vickie	77,253	Irvine, Chantelle	84,447	Johns, Kirby	91,187
Hubic, Deanna	51,042	Isaac, Michelle	93,842	Johnson Fong, Terry	50,520
Hubic, Tracy	61,060	Isaak, Joan	87,446	Johnson, Amos	51,620
Hubich, Fran	97,544	Iserhienrhien, Asha	50,033	Johnson, Bonnie	58,485
Hubich, Kathy	61,278	Issel, Brenda	92,801	Johnson, Brenda	92,820
Hubick, Cheryl	68,809	Issel, Curtis	85,189	Johnson, Dawn	87,019
Hubick, Jackie	84,894	Issel, Lorna	58,407	Johnson, Dawn	94,476
Hubick, Murray	97,206	Isted, Cheryl	60,301	Johnson, Diane	66,575
Hudson, Dena	59,674	Ivanochko, Elizabeth	109,519	Johnson, Janis	108,503
Hudye, Falon	79,115	Iverson, Paul	93,649	Johnson, Julie	109,951
Huebner, Sheryl	65,812	Jackiw, Susan	99,198	Johnson, June	62,486
Hueser, Mary Ann	80,984	Jackson, Cheryl	50,919	Johnson, Karen	60,613
Hughes, Carly	77,000	Jackson, Donna	75,782	Johnson, Krista	83,441
Hughes, Cynthia	96,997	Jackson, Elvira	65,618	Johnson, Larry	53,266
Hughes, Patricia	63,872	Jackson, Jeffery	76,140	Johnson, Laurie	92,996
Hugie, Beata	62,267	Jackson, Joy	99,201	Johnson, Pamela Jo	90,217
Hui, Bosco	84,524	Jackson, Linda	85,020	Johnson, Patti	90,323
Hulan, Raeleen	94,615	Jackson, Marlene	82,103	Johnson, Penelope	67,584
Hungle, Christine	63,923	Jackson, Shannon	104,931	Johnson, Sara	82,677
Hunko, Valerie	198,589	Jacob, Bernadett	60,300	Johnson, Sherry	89,658
Hunt, Donna	80,635	Jacob, Joanne	60,317	Johnson, Terri	52,176
Hunter, Della	110,433	Jacobs Marshall, Jacquelyn	52,289	Johnson, Vaughn	105,384
Hunter, Nancy	90,706	Jacobs, Dawn	70,201	Johnston, Heather	73,860
Hurley, Jacquie	52,900	Jacobs, Shana	85,306	Johnston, Janice	59,541
Hucheson, Matthew	62,491	Jacobson, Shelley	89,973	Joice, Robert	67,016
Hutchings Besse, Janice	141,309	Jalloh, Bashir	72,471	Jolly, Shannon	70,122
Hutchinson, Marian	158,560	Jamieson, Brenda	73,248	Jones, Andrea	62,926

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Jones, Audrey	56,207	Kaylor, Jill	85,297	Kirk, Roxanne	58,556
Jones, Edward	566,031	Kaylor, Rae	81,501	Kirkness, Shane	70,419
Jones, Karen	96,994	Kaylor, Susan	61,118	Kish, Holly	79,733
Jones, Rhiannon	61,174	Keating, Lynn	54,787	Kisil, Shelly	55,003
Jones, Sandra	92,781	Keenan Arp, Cathy	96,980	Kisilowski, Mary	81,083
Jonsson, Meranne	88,768	Keenan, Louise	74,362	Kissel, Kevin	64,819
Jordens, Jaime	69,945	Keep, Sandra	91,908	Kitchen, Brent	111,400
Jordheim, Gerald	65,247	Keffer, Michael	50,143	Kitz, Natasha	81,883
Jordison, Cody	71,207	Kehoe, Sharon	54,390	Kitzul, Twyla	61,096
Jorgensen, Carla	58,480	Kehrig, Nicole	72,180	Kjelshus, Jackie	54,841
Jorgensen, Dawn	57,016	Keleman, Kathy	62,494	Klassen, Carol	215,740
Jorgensen, Krista	50,485	Keller, Jenny	96,229	Klassen, Nadine	85,810
Jors, Roberta	90,200	Keller, Leigh	73,659	Klatt, Candace	66,760
Jose, Neena	111,431	Kellington, Beverly	60,379	Klatt, Miranda	64,398
Joshi, Sandhya	52,929	Kellington, Grenda	79,446	Klebeck, Deana	94,876
Juatco, Mark	72,770	Kelln, Kim	87,224	Klein, Adam	56,858
Juganas, John	53,160	Kelly, Bette	72,287	Klein, Carl	100,989
Jumaga, Evelyn	96,388	Kemery, Jolene	67,037	Klein, Carollynn	65,317
Juneau, Jamie	57,316	Kempton, Brian	66,294	Klein, Christine	78,546
Jury, Jessica	83,812	Kendrick, Susan	93,368	Klein, Deanna	86,374
Kach, Deborah	99,153	Kennedy, Leigh	71,237	Klein, Jennifer	71,011
Kachaluba, Tamara	95,572	Kennedy, Rachel	61,827	Klein, Lana	88,180
Kaczmar, Jennifer	91,088	Kennedy, Trena	53,354	Klein, Lori	97,501
Kaip, Melissa	86,003	Kenny, Amanda	85,737	Klein, Shelley	70,575
Kaip, Steven	74,455	Kent, April	52,813	Klein, Tom	92,150
Kalapesi, Zarin	401,244	Keopanya, Julie	71,604	Kleisinger, Brenda	75,906
Kallichuk, Georgina	50,062	Kerbs, Treena	63,408	Klempner, Dianne	57,938
Kaminski, Sandy	50,039	Kerelchuk, Tara	74,857	Klempner, Leanne	68,443
Kanciruk, Pamela	90,217	Kerr, Sheila	70,157	Kletcho, Joanne	107,965
Kane, Kyra	75,751	Kessler, Camelia	51,439	Klock, Lori	83,998
Kapell, Annette	64,191	Keulen, Lynn	86,333	Klotz, Brenda	50,199
Kapell, William	66,089	Keyowski, Terrance	76,335	Klotz, Kathy	71,722
Kapp, Allison	63,753	Keyowski, Theresa	99,257	Klotz, Steven	98,317
Kardash, Bruce	98,128	Khalifa, Amer	550,361	Kluk, Debra	102,924
Kardynal, Ben	76,040	Khan, Bibi	148,734	Knapman, Jamie	67,717
Karnes, Flo	91,323	Khuber, Sarbjit	51,098	Knapp, Randall	151,104
Karpa, Deborah	83,745	Kidby, Robin	113,707	Knebush, Trina	52,356
Karr, Theresa	84,339	Kim, Hea Kyung	61,816	Knibbs, Richard	75,771
Karst, Karen	64,849	Kim, Rena	84,700	Knoll, Jennifer	67,666
Karunakaran, Kumudhini	242,477	Kimmie, Nicole	67,487	Knourek, Brenda	69,844
Karza, Philip	85,903	Kimpton, Karen	91,928	Knowles, Elizabeth	79,557
Kashmere, Dianne	71,419	Kincaid, Robert	74,724	Koch, Alisha	56,806
Katchuck, Connie	78,679	King, Brenda	92,155	Koch, Paula	75,165
Katchuck, Jennifer	85,196	King, Kathleen	68,135	Kochylema, Monica	69,265
Kathol, Lorna	99,198	King, Michelle	54,138	Koffler Hubbs, Loralyn	111,361
Kattler, Donna	59,237	King, Tina	91,319	Kohl, Dan	144,801
Katz, Adam	79,852	Kinneberg, Lorie	96,980	Kokoski, Lorrie	70,645
Katzberg, Blaine	96,980	Kinney, Patricia	83,059	Kolach, Danielle	60,033
Kauk, Dianne	69,106	Kinney, Wendy	108,667	Kolb, Lavonne	91,480
Kausar, Rehana	100,535	Kirby, Angus	493,983	Kolls, Lorna	73,562
Kaylor, Jeanette	102,354	Kirby, Lois	88,338	Kolodnicki, Donna	62,219
Kaylor, Jessica	86,539	Kirchhofer, Devin	58,466	Kolodziejak, Lynette	107,159

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Individual	Payment	Individual	Payment	Individual	Payment
Koltun, Margaret	96,079	Kristoff, Anna	92,241	Lamb, Sabrina	66,399
Konieczny, Bozena	64,046	Krogsgaard, Krista	64,428	Lambert, Jennifer	72,062
Korbo, Trina	83,439	Krohn, Sheila	90,442	Lambsdown, Dorothy	61,781
Korchinski, Jaime	123,537	Krueger, Becky	66,169	Lamers, Crystal	77,333
Koronkiewicz, Carol	66,354	Krusheinicky, Diana	51,005	Lamers, Dana	75,648
Korsberg, Karina	51,642	Kruszelnicki, Trina	82,757	Lamont, Loretta	53,636
Kosabek, Debbie	99,198	Krysak, Kathleen	66,915	Lamontagne, Ray	55,304
Kosar, Deloris	101,774	Kubiak, Angela	97,827	Lamoureux, Donna	97,842
Kosar, Tammy	64,505	Kuculym, Jeannette	94,385	Landry, Leigh	62,086
Koshman, Dalynne	90,330	Kuhtz, Tracy	98,349	Lang Schuelte, Connie	81,676
Kosik, David	64,747	Kula, Alicia	105,433	Lang, Bruce	91,621
Kostiuk, Cheryl	96,292	Kullman, Pauline	89,230	Lang, Danita	97,980
Kostiuk, Laurie	58,019	Kuntz, Agatha	66,007	Lang, Edith	89,877
Kot, Nancy	90,173	Kuntz, Donald	97,032	Lang, Kelly	106,402
Kot, Pamela	92,926	Kuntz, Jody	68,052	Lang, Michael	87,313
Kotowich, Richard	65,649	Kuntz, Lynn	72,171	Lang, Rae Lynn	59,935
Kotrla, Allison	66,531	Kunz, Koreena	61,955	Lang, Robert	51,653
Kotylak, Diane	71,275	Kupchyk, Sherri	86,325	Lange, Simon	79,324
Kotylak, Rhonda	103,917	Kuppenbender, Stella	50,807	Langeler, Julie	52,960
Koutsoulis, George	77,774	Kurenoff, Joanne	95,740	Langevin, Monica	88,210
Kovach, Muriel	64,074	Kurtz, Linda	72,310	Langford, Judy	56,587
Kovacs, Jenna	56,105	Kurucz, Rhonda	65,170	Langford, Karen	91,913
Kowal, April	53,237	Kurulik, Joanne	79,680	Langgam, Lou	120,024
Koza, Scott	62,864	Kush, Breanne	76,660	Langlois, Brandy	75,417
Kozack, Katherine	113,623	Kuski, Michelle	59,824	Laninga, Tina	61,889
Kozak, Bill	74,247	Kutzley, Colleen	71,626	Lanz, Allison	65,492
Kozak, Daryl	60,614	Kuyek, Dale	111,920	Lanz, Lawny	128,198
Kozak, Lori	87,050	Kuzma, Bettyann	60,432	Laplan, Dora	69,067
Kozak, Susan	64,385	Kuzyk, Karen	72,417	Laquinon, Chery Ann	54,019
Kozak, Tammy	92,539	Kwan, Davin	88,653	Larden, Ross	86,057
Kozakewich, Carol	90,904	Kwan, Man Kwok	73,053	Larriee, Diane	206,937
Kozakewycz, Diane	87,717	Kydd, Jason	95,612	Larsen, Derrick	145,200
Kozusko, Jarrett	77,752	Kyle, Catherine	62,812	Larsen, Judy	83,312
Kraemer, Diana	99,236	Kyrylchuk, Reesha	65,946	Larsen, Megan	77,116
Kraemer, Shauna	56,663	La Haye, Chantel	82,901	Larsen, Pamala	98,083
Kraetzig, Maria	101,854	Labensky, Cheryl	89,273	Larson, Charlotte	52,296
Kraft, Sherry	88,989	Labossiere Karda, Tara	62,184	Larson, Joan	57,650
Krahn, Deborah	70,673	Labossiere, Anita	81,477	Larson, Laureen	125,270
Krahn, Kathy	89,242	Laclelle, Whitnee	54,391	Larson, Susan	87,528
Krall, Carrie	104,149	Lachambre, Roxanne	65,704	Lasalle, Christine	94,883
Krall, Rory	55,138	Lacroix, Lori	66,071	Laskey, Jane	51,830
Kramer, Joanne	80,650	Lafayette, Esther	87,346	Lasuisse, Crystal	61,776
Kramer, Nancy	111,868	Lafleur, Lisa	63,851	Latimer, Christine	88,347
Kramer, Sheri	60,889	Lafontaine, Christopher	78,700	Latimer, Wanda	68,297
Krause, Catherine	75,220	Laframboise, Shanna	56,764	Latrice, Susan	87,812
Kraushar, Larry	88,289	Lafreniere, Shona	56,065	Lauagan, Flordeliz	52,848
Kreis, Debbie	102,072	Lagrimas, Arlene	85,126	Lauagan, Maria	56,929
Kreklewicz, Jennifer	75,189	Lagrimas, Rodolfo	59,519	Lauman Hartmier, Barbara	72,155
Krenz, Brandy	88,668	Laigo, Michael	92,511	Laursen, Victoria	80,345
Krenz, Trudy	93,146	Lalonde, Lorna	55,820	Lavanway, Amber	105,702
Kreshewski, Nathalene	51,194	Lamarche, Shawn	85,111	Lavoie, Pamela	67,629
Kress, Dorena	94,145	Lamb, Patricia	81,548	Lawrence, Curtiss	85,707

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Lawrence, Monica	91,316	Lesko, Elizabeth	69,704	Lolacher, Susan	75,490
Lawrence, Robin	77,626	Lesko, Rick	54,235	Lomenda, Janice	69,768
Layman, Blair	86,229	Lesko, Sandra	71,331	Lonethunder, Vivian	73,903
Layne, Bob	143,074	Lestage, Tanya	73,794	Long, Jarrett	73,822
Leader, Jody	51,993	Letain, Rae Lynn	102,999	Longman, Wendy	103,567
Leblanc, Michaela	72,661	Letang, Arlis	100,385	Loopkey, Chantelle	66,561
Leblanc, Patricia	77,936	Lethbridge, Linda	54,903	Loos, Francis	90,903
Leboutillier, Colleen	92,018	Letsche, Nancy	57,547	Lopez, Amherstia	93,811
Lebruno, Patricia	101,012	Leurer, Deanne	119,205	Lorenacz, Beverly	56,057
Lechinsky, Debbie	70,602	Levesque, Cindy	51,483	Lorenz, Anita	61,798
Lee, Angeline	115,849	Lewicki, Laura	87,767	Lorenz, Kara	76,769
Lee, Janice	61,742	Lewis, Carma	74,870	Lott, Angela	77,768
Lee, Maureen	92,408	Lewis, Carol	75,576	Loucks, Cheryl	65,155
Lee, May	88,340	Lewis, Daniel	86,378	Lough, Maureen	109,433
Leeds, Abby	54,556	Lewis, Dufton	61,244	Louis, Debbie	56,984
Leepart, Nicole	83,471	Lewis, Katherine	95,594	Lovelace, Dione	60,298
Leepart, Shelley	52,997	Lewis, Meghan	88,715	Lovett, Nicole	78,456
Lefave, Tammy	58,042	Lewis, Nicole	63,466	Low, Evelyn	101,104
Legault Wilson, Dionne	91,831	Li, Yali	69,356	Low, Ken	85,785
Legault, Cheryl	72,032	Liepold, Gloria	54,591	Low, Margot	84,894
Legault, Dana	96,989	Ligue, Neil	97,608	Lowe, Jennifer	75,703
Legault, Lydia	101,896	Lindemann, Debi	75,022	Lowe, Sharon	51,141
Legott, Michelle	64,895	Lindo, Nina	55,530	Lowes, Taralee	64,457
Lehr, Craig	69,526	Lindquist, Kerri	71,335	Lowey, Jana	89,781
Lehr, Ellen	70,249	Lindsay, Rae	95,679	Lowey, Judith	70,218
Leibel, Greg	104,415	Lindsay, Shirley	58,817	Lu, Thang	57,594
Leier, Barbara	75,629	Lindstrom, Lee	65,268	Lu, Xiaoqing	72,124
Leier, Rose	99,157	Lingelbach, Chad	89,961	Luansing, Jemuel	69,983
Leigh, Ada Mary	94,741	Lingelbach, Tara	81,894	Lubachowski, Gwenda	63,776
Leippi, Bruce	53,929	Linklater, Bonnie	63,095	Lubas, Mirek	65,002
Leippi, Dawn	83,198	Linklater, Lyn	66,128	Lucas, Brenda	52,957
Leischner, Donna	56,206	Linnen, Alison	57,509	Lucas, Marlann	69,077
Leitch, Linda	89,811	Lionetti, Donna	69,134	Luce, Amanda	69,021
Lekcharoen, Jocelyn	80,309	Lipon, Marlene	65,002	Lucero, Dranreb	106,750
Lekcharoen, Raymond	89,032	Lipp, Ashley	80,404	Lucero, Jocelyn	95,973
Lemmerich, Karen	106,948	Lippai, Jennifer	120,526	Luciak, Ken	110,826
Lemoine, Julie	76,004	Little, Glenda	79,866	Luciuk, Leann	64,655
Len, Dennis	98,704	Litzenberger, Kathryn	82,393	Luff, Pat	69,890
Len, Rheanna	70,970	Litzenberger, Laura	74,309	Lukey, Patrick	93,888
Lendrum, Faye	72,557	Livingstone, Dustin	58,133	Lumb, Kim	63,823
Leniuk, Terri	84,636	Lizee, Rona	91,390	Lund, Starla	64,966
Lenz, Sharon	108,356	Ljubic, Donovan	92,543	Lunde, Kenda	82,687
Leon, Tina	91,187	Llarena, Melanie	143,700	Lundeen, Coleen	96,373
Leonard, Ellie	92,891	Lloyd, Dorothy	85,733	Lundy, Debbie	86,660
Leonard, Shauna	102,720	Lloyd, Kathleen	97,565	Lunnin, Lori	84,649
Leonor, May Clyde	79,470	Lockridge, Keith	70,809	Luterbach, Colleen	174,246
Lerat, Renee	50,697	Lockert, Elizabeth	87,461	Luther, Rae	68,921
Lerminiaux, Marc	57,118	Lockert, Jenna Rae	57,242	Lutz, Wendy	56,116
Lerner, Diana	87,772	Lockert, Lori	83,440	Luzon, Clarissa	77,312
Leroux, Judy	68,946	Lockwood, Margaret	50,314	Lynch, Brant	67,376
Leruyet, Charmayne	82,592	Loffler, Janice	88,246	Lynn, Sandra	88,698
Leshchyshyn, Crystal	51,830	Logan, Tenneille	76,942	Lys, Catherine	56,067

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Individual	Payment	Individual	Payment	Individual	Payment
Maas, Allison	123,473	Mailoux, Angele	68,067	Marshall, Bonny	89,694
Mabee, Sonja	93,845	Mak, Joanne	60,403	Marshall, Dean	98,113
Macall deSantamaria, Ana	135,876	Makelki, Catherine	107,071	Marshall, Doris	99,121
Macapia, Maria Cielo	97,545	Makie, Catherine	85,903	Marshall, Joan L	70,246
Macaulay, Katherine	61,904	Maksymew, Sharon	95,378	Martens, Morgan	57,254
MacAusland Berg, Dianne	72,054	Malach, Shirley	76,920	Martens, Sand:a	71,845
Macdonald, Cassie	78,046	Malang, Edwin	95,421	Martin, Arlene	66,233
Macdonald, Jill	54,789	Malang, Marissa	95,533	Martin, Donalee	87,174
Macdonald, Lynn Anne	54,005	Malegus, Ken	91,415	Martin, Donna	99,078
Macdonald, Scott	91,724	Mali, Bahera	72,171	Martin, Karla	64,635
Macdonald, Todd	76,426	Malik, Roxana	303,449	Martin, Marc	83,237
Macdougall, Angela	75,073	Malinowski, Eleanor	58,338	Martin, Neoma	93,844
Machulik, Lynn	70,825	Maloughney Herbel,	96,292	Martin, Shirley	71,024
Macintosh, Ian	67,201	Patricia	83,538	Martin, Wendy	68,789
Mack, Ellen	80,008	Mama O, Maira	97,438	Martinez, Oscar	92,734
Mackay, Cheryl	63,428	Mamchur, Grant	113,231	Marynick, Marlin	77,866
Mackenzie, Bonnie	93,370	Mamer, Doris	87,150	Mason, Jeff	76,005
Mackenzie, Karen	94,742	Mamula, Radojka	86,462	Masse, Therese	70,913
Macknak, Brenda	58,940	Manalaysay, Carmelita	50,547	Massier, Candice	84,568
Macknak, Susan	85,903	Manalaysay, Nimfa	50,860	Massier, Carmen	65,823
Maclean, Barbara	64,274	Manalo, Lulu	63,542	Massine, Darlene	86,080
Maclellan, Melissa	58,730	Manchester Miller,	85,582	Masson, Koren	71,123
MacLennan, Deborah	90,549	Samantha	121,169	Masters Guest, Renee	74,863
Macmillan, Carolyn	94,555	Mancuso, Debra	82,227	Masters, Sandra	92,694
Macmillan, Leanne	71,155	Mangalindan, Jacei Ane	78,513	Matechuk, Christie	53,404
Macmillan, Robert	83,296	Manganop, Louie	86,521	Mattheis, Jacob	66,377
Macmillan, Ryan	73,540	Manley, Sophia	60,387	Mathie, Linda	84,886
Macneil, Sharon	52,574	Mann, Candace	70,919	Matravolgyi, Cheryl	50,920
Macneill, Dana	51,165	Mann, Doug	57,949	Matthews, Debra	65,057
Macphee, Linda	72,276	Mann, Joan	50,940	Matthews, Faye	78,709
Macpherson, David	74,287	Mann, Karen	52,643	Matthews, Shelley	77,353
Macpherson, M Janice	84,216	Mann, Karen	190,911	Matthies, Yvonne	60,192
Macpherson, Robin	62,434	Mann, Suba	83,922	Matties, Debbie	76,847
Macpherson, Roxanne	76,737	Mann, Teri	75,019	Matwiy, Jacqueline	86,217
Macpherson, Tarie	50,470	Manson, Nori	89,583	Maupin, Karen	92,339
Macrae, Rebecca	92,699	Mantilla, Dannice	104,302	Maurer, Nancy	63,930
Mactaggart, Darlene	54,284	Mantyka Whitford, Elaine	76,058	Maw, Lester	87,080
Mactal, Napoleon	103,769	Manz, Joanne	68,490	Maxwell, Ashley	55,063
Mactavish, James	79,479	Manz, Tammy	124,484	Maycong, Maggie	157,694
Mader, Darlene	96,210	Marasigan, Nerjol	55,873	Mayer, Deborah	55,039
Madrigalos, Estefania	54,448	Marce, Michelle	92,029	Mayer, Laurie	56,300
Maduck, Tricia	107,089	Marchildon, Ginette	78,684	Mayer, Megan	67,024
Magallanes, Maria Lorena	79,084	Marchildon, Marianne	98,821	Mayes, Stan	60,265
Magnaye, Za	76,182	Marin, Donna	91,662	Mayes, Julie	107,873
Magnien, Valerie	96,125	Marissen, Debby	92,294	Maystruk, Kayla	75,702
Magnuson, Maureen	88,673	Markle, Tracy	86,057	Mazinke, Nadine	59,597
Magotiaux, D Arcy	135,644	Markwart, Carol	93,506	Mazur, Janelle	98,163
Mah, Jeffrey	86,220	Markwart, Corinne	65,816	Mazur, Mark	112,331
Mahoney, Kathleen	74,914	Markwart, Lori	104,998	Mbasela, Phyllis	125,829
Mahoney, Patricia	64,191	Marsh, Maureen	93,396	Mbugua, Grace	108,223
Maier, Janet	95,033	Marsh, Virginia		Mcauley, Karen	56,778
Maierhoffer, Shelly	94,403			Mcauley, Valerie	89,830

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Mcavoy, Erin	90,774	Mcintosh, Beverly	83,358	Melnick, Barbara	105,842
McCabe, Debra	103,610	Mcintosh, Monique	59,094	Mensah, Bridget	50,413
Mcraig, Barry	85,670	Mcintyre, Jennifer	75,582	Mercer, James	78,606
McCall, Elizabeth	91,053	Mckague, Charlotte	54,616	Mercier, Maria	97,237
McCallum, Karen	98,963	Mckay, Lisa	79,548	Merk, Kimberly	50,385
McCann, Linda	106,908	McKechnie, Marlene	88,412	Merk, Lisa	55,316
McCann, Michael	72,769	Mckellar, Hector	77,079	Merriam, Debbie	80,964
McCann, Nancy	87,083	Mckenzie, Crystal	66,815	Merritt, Valerie	113,246
McCarron, Michelle	85,693	Mckenzie, Sharron	72,806	Meston, Sheri	61,729
McCaw, Dianne	77,300	Mckenzie, Virginia	55,842	Metz, Gina	105,560
McClement, Melissa	66,920	Mckim, Darcy	89,908	Metz, Irene	79,897
McClement, Sam	75,512	Mckinnon, Faye	91,826	Metz, Sharon	72,735
McClymont, Kimberly	89,436	Mckinnon, Suzanne	54,972	Metzler, Tammy	51,414
Mcconnell, Charlene	57,721	Mckinstry, Stacey	90,302	Meyer, Nicole	62,903
Mcconnell, Denise	60,402	Mcknight, Brenda	63,993	Meyers, Krista	54,265
Mccorriston, Sheri	69,928	Mcknight, Jennifer	51,137	Meyers, Tanya	58,108
McCrea, Raymond	70,460	Mcknight, Tracie	64,423	Michayluk, Gordon	89,064
McCrea, Simon	87,806	Mclaren, Wendy	52,947	Michon, Gerald	65,894
McCready Wirth, Avril	53,582	Mclaughlin, Linda	77,546	Michon, Shawn	50,005
Mccrystal, Doreen	60,086	Mclean, Bonnie	59,400	Middleton, Lanna	65,971
Mccrystal, Wendy	58,855	Mclean, Charlotte	82,234	Mihalicz, Helen	63,645
Mccullough, Cameron	65,570	Mclean, Dixon	72,180	Mijares Lopez, Lalaine	86,922
Mccullough, Lois	89,058	Mclean, Sharon	65,490	Mile, Clay	95,884
Mccurry, Terryann	82,415	Mclean, Theresa	103,010	Mileusnic, Leposava	78,991
Mccusker, Joanne	56,176	Mclellan, Morgan	59,481	Millama Luna, Alma	61,106
Mcdermaid, Karen	100,467	Mcleod, Nadean	62,724	Millama, Zenaida	170,763
Mcdermit, Tamara	96,980	Mcleod, Theresa	66,397	Millar, Natalie	65,514
Mcdonald, Allison	91,239	Mcmechan, Anita	54,325	Milleker, Lisa	80,206
Mcdonald, Jayne	98,100	Mcmechan, Janet	76,388	Miller, Adrienne	72,926
Mcdonald, Jordan	51,055	Mcmillan, Dominique	77,756	Miller, Beverly	90,962
Mcdonald, Paulette	113,884	Mcmorris, Cynthia	57,238	Miller, Carol	100,128
Mcdonald, Richard	71,669	Mcmullen, Cathy	100,120	Miller, Diane	91,061
Mcdonald, Sandra	63,315	Mcnamara, Andrea	65,579	Miller, Heather	103,254
Mcdonald, Shirley	52,674	Mcnauth, Connie	84,383	Miller, Jody	64,370
Mcdougall, Brad	80,903	Mcnauthon, Sherri	55,129	Miller, Joshua	63,819
Mcdougall, Elizabeth	89,151	Mcneil, Dawn	144,801	Miller, Kristin	71,958
Mcdougall, Kim	54,770	Mcneil, Elaine	82,444	Miller, Lois	82,921
Mcewen, Aimee	95,592	Mcneillie, Elisha	50,955	Miller, Margaret	121,506
Mcewen, Shelly	65,884	Mcnichol, Michelle	83,339	Miller, Shirley	75,952
Mcfadyen, Cindy	51,294	Mcpeek, Randy	77,392	Miller, Tamara	64,110
Mcgeough, Angela	76,689	Mcphee, Linda	99,485	Milner, Thomas	265,563
Mcgeough, Lorie	107,452	Mcperson, Bernadett	90,966	Minakakis, Yvette	68,493
Mcgifford, Delores	65,406	Mcperson, Debbie	157,132	Minchuk, Rhonda	64,429
Mcgill, Nancy	86,281	Mcstay, Sharon	90,575	Ming Fok, Tricia	99,232
Mcgrath, Elizabeth	82,073	Mctaggart, Angela	74,563	Minifie, Rhonda	86,716
Mcgroder, Lindsay	83,114	Meadows, Morgan	72,084	Minto, Patricia	69,238
Mcgroder, Nikki	73,626	Measner, Holly	64,053	Mirva, Denise	90,274
Mchardy, Darlene	87,093	Meider, Monica	81,702	Miskiman, Todd	92,217
Mcilmoyl, Jacqueline	75,665	Meier, Ruth	65,211	Misskey, Eunice D	70,435
Mcilmoyl, Matthew	77,416	Meisner, Shelagh	50,630	Mitchell, Angie	72,897
Mcinnis, Joan	65,417	Melenchuk, Mary Anne	91,590	Mitchell, Danita	69,729
Mcintaggart, Glen	73,097	Melnechenko, Jody	94,992	Mitchell, Geoffrey	60,852

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Mitchell, Mary Ann	65,057	Morrison, Robin	79,186	Narca, Imelda	50,714
Mitchell, Tia	56,189	Morrison, Sandra	89,215	Nargang Schenher, Lana	64,801
Mitchell, Trina	55,202	Morrow, Jennie	68,731	Nasewich, Susanne	77,852
Mitchelson, Harry	59,133	Morow, Wendy	60,379	Nasser, Roseann	76,442
Mittermayr, Stacey	78,046	Morton, Clara	51,462	Natyshak, Merle	88,532
Moate, Shawnee	51,220	Moryski, Adriana	55,691	Nault, Samahlee	98,157
Moc, Peter	65,053	Moses, Melissa	66,812	Nechi, Maureen	135,544
Modderman, Jennifer	71,486	Mosewich, Cindy	125,736	Neigel, Jocelyn	65,251
Moffatt, Patricia	77,400	Mosiman, Bonnie	54,913	Neis, Cyndi	55,851
Moghal Tayapad, Jasmine	57,986	Mountstephen, Leah	76,201	Neison, Valerie	92,675
Mohammadi, Shakiba	76,855	Moyer, Gordon	69,914	Nelson, Beverly	101,192
Mohl, Regan	74,801	Mpundu, Regina	99,597	Nelson, Danielle	92,134
Mohr, Ann	76,102	Mroske, Lisa	90,988	Nelson, Diane	92,429
Mohr, Janet	72,031	Mulatz, Frank	70,208	Nelson, Dwight	376,700
Mohr, Megan	52,080	Mulatz, Tyson	64,667	Nelson, Heather	56,168
Mojar, Jhezelle	94,848	Muller, Karen	89,124	Nelson, Jean	80,363
Mokry, Michelle	90,803	Mundo, John Charles	99,154	Nelson, Jessica	71,361
Molesky, Carla	61,128	Mundy, Harry	63,997	Nelson, Joanne	85,749
Molesky, Louise	116,370	Munns, Tiffany	72,733	Nelson, Jocelyn	70,746
Molleken, Andrea	68,439	Munro, Chrissy	61,397	Nelson, Nadeane	77,778
Mollison, Deborah	83,154	Munson, Russell	86,145	Nernberg, Sheryl	89,388
Molson, Bev	65,630	Muravchik, Germann	96,767	Ness, Heather	89,978
Moltz, Laura	56,976	Murkey, Karlene	82,409	Neufeld, Barbara	55,283
Monin, Beverley	50,571	Murphy, Jessica	63,203	Neuls, Frances	126,408
Montanini, Lorna	99,069	Murphy, Tracey	60,532	Neumann, Barbara	103,002
Montano, Lisi	118,275	Murray, David	73,543	Neumann, Carey	64,602
Monteith, Bernadett	60,814	Murray, Lynn	53,676	Neumann, Harry	93,673
Montenegro, Shelley	91,104	Murray, Mark	95,347	Neville, Susan	207,715
Monteyne, Barry	85,903	Murray, Sharon	84,019	Newcombe, Jennifer	57,535
Monteyne, Dianne	92,527	Mursal, Onoria	57,075	Newcombe, Susan	80,932
Montgomery, Laura	55,650	Murthy, Poomima	373,996	Newton, Mae	99,144
Montgomery, Lisa	62,551	Mwale, Mwangala	121,994	Newton, Richard	82,063
Moody, Terrence	57,110	Mwangobola, Kufase	89,914	Ngilangil, Mercedes	58,764
Mooney, Dianne	91,329	Mwape, Delphine	99,844	Ngoka, Grace	65,002
Moore, Kara	65,549	Mwela, Judy	81,851	Nguyen, Lowe, Ha	66,290
Moore, Laura	73,361	Myers, Carol	88,001	Nguyen, Cuong Duc	76,731
Moore, Melissa	85,961	Myers, Robert	50,147	Nguyen, Diane	94,181
Moore, Sheila	88,632	Myhre, Charlene	51,807	Nguyen, Thuy	111,271
Moore, Sherilyn	81,640	Myles, Wanda	72,135	Nichol Langlais, Barbara	86,212
Morari, Brenda	91,924	Myrah, Michele	99,201	Nichol, Christine	62,977
Morgan, Donna	71,879	Mytopher Benoit, Lori Ann	64,653	Nichol, Louise	91,000
Morgan, Kimberly	72,021	Nabong, Norvelyn	123,144	Nichols, Gloria	84,100
Morgan, Randy	67,726	Nachilongo Daka, Gladys	109,837	Nichols, Harold	54,515
Morgan, Stuart	74,215	Nadiger, Cathy	93,816	Nicholson, Roxy	65,247
Morhart, Stacey	71,324	Nadon, Christine	63,325	Niekamp, Jaclyn	93,629
Morissette, Ryan	83,858	Nagy, Francis	51,495	Nielsen, Doug	72,431
Morrell, Debra	80,310	Nagy, Tess	91,732	Nielsen, Heather	78,754
Morrice, Glenda	114,783	Nagy, Valda	71,551	Nielsen, Rhonda	58,192
Morris, Cindy	58,541	Nahachewsky, Desiree	100,615	Nielsen, Terry Lyn	96,980
Morris, Linda	73,089	Nahachewsky, Jillian	50,352	Nieman, Gwen	50,943
Morris, Roxane	66,041	Nalwamba, Rhoda	137,224	Niemiinen, Shannan	76,729
Morrison, Lisa	65,917	Namutosi, Ruth	51,563	Nieto, Lori	96,162

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Individual	Payment	Individual	Payment	Individual	Payment
Niklas, Daphne	87,227	Ogilvie, Ivorine	52,517	Ozikpo, Shirley	57,745
Ning, Lianne	99,856	Ogilvie, Lore	102,233	Pachal, Laurelle	87,293
Nistor, Brad	72,647	Ogrodnick, Nancy	97,962	Pacis Jr, Julian	64,662
Nixon, Howard	53,644	Ogunrinde, Oreoluwa	52,862	Pacis, Sarah	99,875
Njoku, Lilian	72,117	Okeadu, Justina	60,782	Paderanga, Fe	51,145
Noble, Christa	64,436	Okeefe, Michelle	87,422	Pador Lee, Beverly	92,417
Nordby, Andrea	70,713	Okulek, John	50,615	Padwal, Jaspal	70,635
Nordgulen, Laura	89,198	Olbrich, Robert	57,273	Padwal, Ravinder	79,851
Nordgulen, Torry	66,752	Oliver Carson, Stacey	87,058	Paetsch, Dale	75,118
Nordwick, Kim	113,791	Ollinger, Karen	79,109	Paez, Catherine	88,252
Nonck, Barbara	88,875	Olson, Curtis	103,648	Pagdilao, Rowena	105,507
Norlander, Jillian	88,384	Olson, Lindsey	55,366	Page, Karen	65,436
Norman, Christoph	100,805	Olson, Pamela	81,859	Paguirigan, Rica Aimee	97,152
Norman, Marcey	52,631	Olson, Tanda	53,498	Paice, Amanda	97,035
Norman, Patti	75,472	Olson, Wendy	87,670	Paice, Trudy	68,534
Norminton, Jim	69,574	Oltean, Monica	51,419	Palandri, Sandra	69,628
Norris, Lisa	73,391	Oluwinka, Stephen	63,738	Palanica, John	73,641
Northcott, Benjamin	73,853	Omolda, Genalyn	98,476	Palazzo, Lee Ann	57,766
Novak Galgan, Harriett	101,980	Omoth, Barbara	99,201	Palazzo, Tony	65,071
Novak, Dodi	56,243	Onagi, Maxine	78,589	Palik, Debbie	52,922
Novak, Elaine	63,910	Onyskevitch, Brandi	70,047	Palmer, Dianne	102,307
Novak, Karen	93,132	Oquinn, Sheryl	96,929	Palmer, Karen	65,799
Novak, Tania	50,002	Orban, Dale	87,353	Palmer, Lorie	104,152
Noval, Chad Simon	101,087	Orell, Colleen	77,903	Palmero, Arnold	85,455
Noval, Ferdinand	61,179	Orellana, Candyce	58,601	Palmier, Joan	51,557
Novecosky, Lawrence	53,869	Orellana, Edwin	53,845	Paluck, Elan	111,400
Novik, Lori	71,345	Oremba, Misty	57,281	Pamintuan, Amanda	68,976
Nowosad, Janelle	73,836	Orlowski, Louine	92,934	Panchuk, Clayton	91,898
Noyes, Heather	64,735	Orthner, Gail	109,362	Panchuk, Darlene	58,342
Nugent, Carol	82,624	Ortman, Gwen	68,981	Panchuk, Douglas	106,588
Nugent, Karen	69,244	Ortmann, Nina	103,637	Panelo, Rueben Jan	110,917
Nurse, Byron	113,900	Ortmann, Jennifer	58,086	Panno, Lacy	81,171
Nurse, Shawna	67,864	Orzylowski, Miroslaw	68,493	Pantel, Chris	73,392
Nuttall, Janice	109,661	Osbome, Tara	80,022	Pappas, Sam	71,503
Nwalozie, Annuciat	113,823	Osicki, Leonard	87,094	Paquin, Joanne	79,999
Oak, Lisa	79,415	Osiowy Hunter, Patricia	80,414	Paradis, Angela	92,312
Oakes, Larry	74,972	Ostafie, Judith	77,666	Paradis, Eileen	63,762
Oberik, Dallas	51,879	Ostafie, Neil	77,003	Paraiso, Ernesto	53,187
Oberndorfer, Gillian	111,400	Ostapowich, Shannon	90,415	Paraiso, Lourdes	56,701
Obrigewitsch, Carmen	76,533	Ostrowka, Rhonda	69,200	Parasram, Maria	86,363
Obrigewitsch, Charlene	62,861	Ott, Brigid	88,653	Parbery, Donna	74,899
Obst, Marjorie	65,195	Otten, Laurele	62,810	Pare, Judy	87,080
Obryne, Patrick	110,868	Ottenbreit, Leslie	65,472	Parent, Daria	94,517
Ocampo, Rochelle	83,218	Ottenbreit, Tammy	89,560	Park, Anne	58,294
Ocampo, Rosalie	66,489	Ottoson, Cheryl	93,842	Park, Crystal	56,529
Ochitwa, Sandra	79,555	Overend, Dawn	90,463	Park, Katherine	52,772
Ochoa, Patricia	69,263	Owen, James	67,419	Parker, Donna	55,378
OConnor, Dawn	68,918	Owen, Sherlea	85,958	Parker, Jean	87,982
OConnor, Fiona	76,392	Owens, Katherine	95,677	Parker, Kyle	57,066
OConnor, Grace	70,258	Owens, Sheila	76,611	Parker, Lynne	52,704
Odi, Mary Pauline	81,761	Ozga Bellamy, Linda	112,593	Parker, Robert	65,186
Ogibowski, Theresa	89,283	Ozga, Donald J	96,674	Parks, Susan	52,554

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Individual	Payment	Individual	Payment	Individual	Payment
Parley, James	73,553	Perias, Jacy	103,514	Pollard, Sandra	82,443
Parley, Lorie	54,988	Perkins, Cheryl	55,829	Pollock, Bonnie	100,149
Parr, Suzy	56,503	Perkins, Susan	118,505	Pollock, Chris	76,792
Parrell, Billy	68,731	Perras, Omer	63,089	Pollock, Darlene	151,789
Parrell, Denise	88,429	Perras, Tracy	57,573	Pollock, Glenda	53,018
Parsons, Lucia	88,355	Perrin, Jonathan	61,245	Pollock, Lexy	61,229
Partaik, Susan	108,216	Perrin, Laura	55,684	Pollon, Albert	70,139
Parvez, Naeem	419,225	Persaud, Lisa	66,331	Pollon, Monique	65,529
Paseznak, Marion	109,999	Persaud, Parmanand	57,994	Pon, Tin Yout	153,415
Paseznak, Scott	66,509	Persson, Barbara	85,672	Poncsak, Debbie	74,774
Pasion, Ricarda	70,950	Persson, Jamie	62,960	Poole, Susan	76,641
Paskey, Gail	75,221	Pesquera, Grace	117,121	Popescu, Janet	85,096
Paslawski, Judith	89,110	Peters, Elfreda	62,241	Popescue, Melissa	85,186
Pasloske, Ramona	64,819	Peters, Wade	92,524	Popick, Paula	75,502
Pasnak, Caroline	51,178	Peterson, Kathy	70,783	Popoff, Laura	50,466
Pass, Danielle	72,602	Petrie, Maria	100,075	Popowich, Glenda	99,201
Paterson, Dineen	87,885	Petroff, Susan	86,773	Porter, Marion	72,653
Patterson, Bev	54,853	Petric, Sarah	77,691	Portras, Donna	93,418
Patterson, David	70,470	Petrychyn, Margaret	121,585	Posehn, Lindsey	79,917
Paul, Dorothy	51,014	Petryshen, Claudia	88,984	Potetz Moore, Leeann	83,640
Paul, Steve	73,184	Pettigrew, Janice	56,024	Potter, Douglas	77,017
Paulhus, Blake	64,318	Pettit, Terri	117,744	Potter, Gladys	83,188
Paulhus, Gwen	91,392	Pham, Huy	122,019	Potter, Meghan	64,629
Paus, Carrie	97,034	Phenix, Wendy	72,019	Potter, Ron	82,892
Pawluk, Robin	69,700	Phillipo Hugel, Paula	84,149	Potter, Vera	97,710
Pawluk, Angela	64,053	Phillips, Angela	66,641	Potts, Kris	87,310
Payne, Murray	55,320	Phillips, Casey	86,038	Powell, Maureen	64,952
Payne, Raymond	57,854	Phillips, Joanne	111,399	Power, Kenda	100,743
Peagam, Linda	56,673	Phillips, Lee	54,127	Powers, Helen	61,842
Pearce, Brent	71,878	Phillips, Scott	71,149	Powers, Marilyn	65,418
Pearson, Anita	51,392	Phillips, Tracy	136,973	Praski, Nancy	90,689
Pearson, Danielle	70,561	Pho, Joleen	65,017	Pratt, Melinda	107,304
Pearl, Cathy	96,510	Piasta, Linda	70,931	Preikchat, Elton	72,971
Peck, Erin	55,238	Pichette, Savanna	69,143	Prekaski, Colleen	126,273
Peddle, Kimberly	68,082	Pickett, Sandra	55,109	Preston Delfner, Spencer	60,405
Pederson, Erica	83,079	Picot, Linda	64,109	Pretzlaw, Doreen	83,105
Pedscalny, Brenda	81,943	Pidhorney, Corrinne	65,075	Prevost, Debbie	86,558
Pegg, Nicole	62,978	Pierce, Christina	65,205	Pridell, Jade	78,533
Pelat, Donna	71,850	Pike, Greg	80,811	Primavera, Janice	85,974
Pelechytik, Jan	76,485	Pilon, Kemie	60,352	Pritchard, Beverley	89,194
Pelletier, Colette	75,510	Pilot, Christine	58,685	Pritchard, Ruth	56,258
Pelletier, Gail	51,986	Pitre, David	51,431	Procyk, Yuleeann	69,145
Pelletier, Kim	70,201	Pitura, Susan	85,288	Prokopenz, Jason	78,297
Peltier, Brenda	66,717	Pizunski, Shelaine	50,605	Prokopenz, Michael	72,209
Pelzer Birtles, Andrea	85,319	Plant, Brittany	63,785	Pronych, Edith	86,446
Petzer, Kelly	86,634	Playter, Pamela	123,250	Proudlove, Ann	86,717
Pengelly, Jennifer	99,061	Plosker, Connie	60,297	Proulx, Melanie	67,293
Penner, Janice	70,160	Plosz, Penny	94,026	Proulx, Sharon	93,996
Pepper, Edwin	53,729	Poirier, Daniel	57,479	Pugh, Myrna	94,057
Peralta Elgueta, Pedro	64,177	Poitras, Jana	81,955	Pukas, Jaclyn	76,098
Peralta, Eliana	56,515	Poletaev, Irina	51,850	Purcell, Erin	73,191
Perchie, Glen	144,801	Poll, Sandra	53,596	Purdue, Erin	98,650

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Individual	Payment	Individual	Payment	Individual	Payment
Purdue, Ryan	74,176	Reece, Wanda	60,378	Riley, Colleen	99,201
Pylatiuk, Jason	74,613	Reed, David	74,667	Rinas, Shelly	61,773
Pyne, Elizabeth	55,347	Reed, Jody	91,268	Rines, Andrea	65,211
Quero, Geste	93,433	Regehr, Ronald	92,470	Ring, David	54,963
Quezon, Jerfelle	103,954	Reich, Breanna	84,261	Ripplinger, Janice	64,618
Quine, Allisson	70,266	Reich, Saralyn	60,477	Rist, Amanda	94,759
Quine, Tamara	92,428	Reichert, Sherri	97,575	Ritchie, Bonnie	56,419
Quiniones, Michelle	55,934	Reid Leimgardt, Lorna	78,424	Ritchie, Shanna	74,766
Quinlan, Colleen	108,025	Reid, Ingrid	88,612	Ritmiller, Maryann	91,125
Quinnett Bobetsis, Michele	71,020	Reid, Joanne	90,855	Ritson, Ann	72,294
Qureshi, Tania	71,018	Reid, Marilyn	68,987	Ritter, Judy	52,204
Rabulan, Mary	93,679	Reimer, Betty	108,725	Rittwage, Bobbi	51,656
Racette, Andrew	99,201	Reinboldt, Ashley	63,671	Rittwage, Catherine	110,806
Racette, Joyce	85,903	Reiter, Andrea	84,273	Roberts, Brent	56,921
Racette, Yvonne	70,201	Remoue, Marcy	72,839	Roberts, Garnet	80,104
Radom, Kimberley	51,793	Renauld, Lacy	98,325	Robertson, Coralee	64,338
Radons, Shelly	101,632	Renwick, Gilliane	56,715	Robertson, Marlene	89,851
Radutu, Cristiana	89,254	Renwick, Patricia	97,885	Robertson, Nicole	85,055
Radutu, George	198,910	Repotente, Maria Fe	66,501	Robins, Lynnette	83,710
Rae, Justin	88,113	Reschke, Eric	84,755	Robinson, Angela	148,126
Rae, Karla	56,921	Resler, Jane	94,614	Robinson, Beryl	68,254
Rae, Michelle	88,598	Rettger, Kelly	124,612	Robinson, Brenda	70,112
Raedeke, Maria	72,258	Retzer, Pamela	52,082	Robinson, Jennifer	53,845
Ragadio, Rosario	233,371	Revelo, Jay Micha	92,252	Robinson, Tom	110,595
Rahimzadeh, Nasim	67,171	Revenko, Scott	91,331	Robison, Brent	91,748
Rainbow, Scott	73,922	Revoy, Sheldon	76,132	Robson, Gwen	73,774
Ram, Hansa	54,508	Reyes, Billy John	103,089	Robson, Janice	98,883
Ramage, Cheryl	54,719	Reynard, Beth	60,823	Rocheleau, Kelly	58,797
Ramos Faldas, Lalaine	63,748	Rhinelander, Christopher	59,435	Rodger, Debbie	93,162
Ramos, Katrina	94,163	Rhinelander, Krista	74,913	Rodgers, Milissa	69,864
Ramsay, Connie	89,062	Rhodes, Rod	67,240	Rodgers, Pamela	86,181
Ramsay, Doug	70,210	Ricetto, Anabella	92,961	Rodil, Ruel	113,192
Ramsay, Todd	90,199	Ricci, Jacqueline	168,097	Rodriguez, Stephanie	79,505
Ramsdell, Cathie	92,180	Ricci, Peter	96,459	Roesch, Erin	84,914
Ranalli, Greg	74,620	Ricci, Stanley	67,925	Rogers, Arlene	62,533
Rante, Flordeliz	64,296	Rich, Kim	111,142	Rogers, Renee	75,833
Rapchalk, Jason	86,593	Richards, James	60,431	Rogerson, Heather	90,402
Rapchalk, Kimberly	68,614	Richards, Mardel	102,007	Rogina, Sandy	97,041
Raquedan, Jeanavie	152,029	Richards, Melissa	84,134	Rogoschewsky, Jessica	58,637
Rask, Colin	74,024	Richardson, Brenda	52,903	Rohrmann, Axel	94,490
Rathwell, Dana	70,440	Richardson, Coreen	79,374	Rohs, Pamela	75,952
Rathy, Brent	95,502	Richardson, Jayne	72,266	Roland, Lisa	93,587
Ratz, Chalena	82,058	Richardson, Nancy	77,704	Romaniuk, Natalie	88,369
Rauckman, Christina	89,229	Richaud, Pamela	135,781	Romashenko, Cindy	57,116
Ray, Amanda	68,668	Richenberger, Paul	75,330	Roque, Alexander	83,239
Rayos, Racquel	124,702	Richter, Deborah	76,153	Rorbeck, Barry	146,185
Reaburn, Ross	80,366	Richter, Florence	90,405	Rorbeck, Darlene	125,400
Recknell, Michelle	52,193	Richter, Ginger	86,240	Rosbrook, Gloria	71,847
Rector, Patricia	81,918	Richter, Glenn	63,084	Roske, Sheila	78,021
Reddekop, Patrick	73,784	Richter, Sherry	58,171	Rosnau, Tasha	70,514
Reddekop, Vonda	71,337	Riemer, Joan	93,234	Rosom, Cheryl	92,659
Redenbach, Michael	207,953	Rigonan, Dryden	99,097	Ross, Jacalyn	71,597

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Rosseker, Gail	99,198	Salem, Alicia	50,832	Scherle, Melanie	55,040
Rosser, Cindy	64,174	Sali, Janet	79,230	Scheske, Jill	76,282
Rostie, Darcy	51,008	Sali, Lori	52,550	Scheuer, Brenda	50,274
Roszell, Patrick	68,402	Sali, Mona	83,336	Scheuer, Gail	112,241
Rotaru, Lynn	69,198	Samoya, Jose	51,103	Schiazza, Guido	95,629
Rotheisler, Melanie	85,313	Samolesky, Diane	59,155	Schick, Debbi	50,816
Rotheisler, Stephanie	72,214	Samonte, Joel	155,320	Schier, Rae	97,939
Roulston, David	109,870	Samonte, Nolita	64,409	Schiller, Betty	67,785
Roulston, Shelley	68,285	San Diego, Ricsan	101,542	Schiltz, Carol	59,561
Routledge, Joy	92,266	Sanden, Joel	73,889	Schiltz, Murray	61,094
Routley, Sarah	81,037	Sanden, Tracy	69,918	Schinborn, Charisse	52,442
Roy, Linda	61,182	Sandercock, Sandra	58,405	Schindel, Sherice	93,803
Roy, Valerie	89,678	Sanders, Carol Ann	71,833	Schindler, Brenda	53,860
Royal, Benjamin	79,532	Sanders, Donna	89,175	Schindler, Karen	61,503
Ruda, Lisa	90,878	Sandhoff, Lorraine	50,393	Schlamp, Gwendolyn	73,581
Rudd, Delaney	83,972	Sandin, Sherri	86,021	Schlamp, Michelle	83,007
Ruder, Sarah	81,833	Sandor, Donna	117,548	Schmeling, Lenore	72,855
Rudolph, Courtney	57,256	Sandstra, Shawnna	77,980	Schmidt, Bonny	53,299
Rudy, Dennis	55,685	Sanftleben, Laura	73,153	Schmidt, Craig	111,106
Ruecker, Holly	80,792	Sanopo, Maria C	99,051	Schmidt, Deborah	66,409
Ruecker, Margaret	75,691	Santiago, Karen	93,816	Schmidt, Julie	105,156
Ruehs, Dyneena	61,509	Santo, Christina	68,844	Schmidt, Laurie	61,567
Runzer, Jennifer	53,043	Santos, Dulce	59,682	Schmidt, Mary	89,267
Rusaw, Lynda	54,404	Santos, Edna	64,754	Schmidt, Mary	93,103
Rushlow, Jodi	98,968	Santos, Imelda	59,843	Schmidt, Rachelle	69,199
Rushton, Mitsy	82,342	Santos, Sheryl	61,942	Schmidt, Shawna	110,575
Rusk, Kimberly	128,308	Sanville, Shawn	52,794	Schmidt, Sherry	50,173
Russell, Danette	70,479	Sanya, Lynn	144,801	Schmidt, Susan	72,810
Russell, Jennifer	63,322	Sapara, Maureen	54,306	Schmidt, Traci Jo	75,808
Russell, Myra	52,511	Sarma, Debasish	69,590	Schmidtz, Barbara	72,204
Russell, Pamela	50,902	Sarmiento, Louelle	104,209	Schneider, Alma	69,201
Russell, Rhonda	59,747	Sarty, Cathy	71,295	Schneider, Doreen	69,115
Russell, Robert	80,113	Savole Church, Natalie	51,217	Schneider, Susan	63,598
Russell, Theresa	99,198	Sawatsky, Carlie	88,162	Schock, Brenda	63,522
Rutten, Karen	85,148	Sawatsky, Chris	81,271	Schoenfeldt, Nancy	50,789
Ryan, Arla	89,621	Sawchuk, Dusten	73,871	Schoenhofen, Brenda	115,686
Ryan, Gloria	88,261	Sawyer, Valerie	72,033	Schoenrock, Coralee	81,884
Ryan, Kelly	93,789	Saxby, Shay	63,733	Schoenroth, Johnathan	60,301
Ryan, Richelle	64,401	Schaefer, Shelley	89,883	Schoenroth, Susan	111,484
Ryan, Warren	67,130	Schaeffer Rist, Holly	78,585	Schoenthaler, Shelley	80,365
Ryback, Erin	76,821	Schaeffer, Christine	63,019	Schopf, Jackie	70,710
Rybchuk, Ken	65,002	Schaeffer, Mandy	59,194	Schrader, Ceigee	88,171
Rydzik, Louise	157,617	Schalk, Yvonne	59,538	Schroeder, Cindy	89,231
Rydzik, Lynne	79,096	Schantz, Sharon	72,476	Schroeder, Debbie	84,410
Ryz, Denee	60,664	Schatz, Lois	91,230	Schroeder, Jenna	67,046
Sabo, Carol	62,085	Scheibel, Michelle	95,482	Schuba, Elizabeth	69,925
Sabo, Patricia	68,032	Scheidt, Coby	99,201	Schuba, Robert C	98,374
Saczek, Krzysztof	357,649	Schell, Cindy	67,042	Schuler, Sharon	69,204
Safi, Masoud	82,750	Schell, Eloise	103,537	Schulhauser, Michael	68,533
Saint, Paul	56,267	Schellenberg, Deborah	106,623	Schultes, Jeffrey	69,252
Saint, Sherry	109,693	Schenstead, Amanda	55,219	Schultz, Beverley	69,199
Salberg, Carly	67,416	Scherbey, Terry	63,242	Schultz, Michelle	65,992

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Schultz, Michelle	77,011	Sellinger, Douglas	108,503	Sieben, Lianne	78,435
Schultz, Rhonda	61,714	Selzer, Sharon	99,059	Siebert, Egberta	63,459
Schultz, Victoria	81,167	Semchuk, William	117,184	Siever, Sean	78,896
Schulz, Greg	102,901	Semeniuk, Chelsea	55,084	Sigmeth, Myra	61,337
Schuster, Brenda	98,458	Semey, Patricia	94,804	Silbermagel, Tanya	58,241
Schuster, Fawna	55,037	Senft, Janell	81,183	Silbermagel, Trisha	86,473
Schutz, Monica	86,926	Senft, Kaylene	50,150	Siller, Candice	53,702
Schwabe, Keith	57,656	Senga, Carrie	83,749	Silljer, Leslie	53,945
Schwalm, Dwayne	81,755	Senga, Chad	84,874	Silva, Caroline	90,556
Schwartz, Janice	72,126	Senger, Christie	81,866	Silverson, Elsa	85,662
Schwartz, Jennifer	64,333	Senhouse-Rodney, Nathalie	87,653	Silzer, Britany	78,008
Schwartz, Lloyd	60,808	Seno, Rommel	555,403	Silzer, Joanne	78,472
Schwartz, Robert	82,400	Sentes, Tina	71,666	Silzer, Shanna	103,010
Schwartz, Wendy	54,581	Sentz, Holly	54,194	Sim, Carey	95,268
Schwentke, Kathleen	90,235	Seon McCallum, Charlene	108,930	Simard, Katherine	51,806
Scott, Carmen	70,849	Serediak, Ernie	94,061	Simard, Linda	116,362
Scott, Donna	58,704	Serie, Shelley	99,201	Simms, Rita	51,878
Scott, Marcia	111,400	Serrano, Cherryn	121,881	Simon, Claudia	95,647
Scott, Maxine	141,603	Severson, David	78,788	Simpson, Jana	78,319
Scott, Michelle	81,641	Severson, Kassandra	54,441	Simpson, Marla	84,220
Scott, Stefanie	75,504	Shahid, Umair	53,848	Simpson, Robin	52,316
Scoville, Jacqueline	52,607	Shambel, Jodie	51,926	Simpson, Therese	87,387
Scraper, Kelly	75,852	Shannon, Jacqueline	53,580	Sinclair, Bettyanne	87,394
Sculli, Marissa	75,913	Shannon, Rhonda	66,139	Sinclair, Heather	68,370
Seaman, Crystal	84,979	Sharma, Indu	55,622	Singer, Kateri	96,980
Sebastian, Liza	100,416	Sharpe, Josephine	60,440	Sinnett, Debbie	144,369
Sebastian, Lydia	94,352	Shaw, Terrence	69,691	Sirois, Lisa	78,708
Sebastian, Sarah	69,526	Sheldon, Angela	72,646	Sirup, Blair	93,924
Sefton, John	54,184	Shenner, Robyn	74,866	Sison, Cora	59,564
Sehn, Randy	78,662	Shepherd, Audrey	53,796	Siver, Cathy	77,424
Seib, Chad	72,528	Sheridan, Eileen	55,131	Sjodin, Arlen	62,621
Seib, Heather	74,961	Sherling, Kathy	51,903	Skaar, Gerard	64,333
Seibel, Jackie	77,400	Shevalier, Marcel	63,940	Skaf, Sheila	67,165
Seidlikoski, Noelle	59,211	Shevchuk, Debra	161,315	Skiba, Valerie	83,524
Seiferling, Joetta	119,614	Shewchuk, Daryl	81,328	Skiftun, Stacey	63,275
Seitz, Tammy	71,611	Shields, Cathy	51,176	Skinner, Shannon	67,047
Seivewright, Rosalie	63,759	Shilling, Raylene	76,311	Skolney, Janine	53,377
Selensky, Cindy	88,010	Shiplock, Brenda	52,613	Skomorowski, Linda	60,115
Selinger, Arlene	74,564	Shoemaker, Laura	66,558	Skoretz, Christine	93,737
Selinger, Christine	82,696	Sholdra, Yurii	65,947	Skrabec, Catherine	73,633
Selinger, Darcie	58,731	Short, Pat	86,057	Skulsky, Barbara	111,876
Selinger, Donna	95,584	Shreeves, Lora	83,491	Skwark, Gail	88,763
Selinger, Elaine	58,659	Shufita Kurtz, Sheila	117,163	Skwark, Holly	103,620
Selinger, Janelle	68,535	Shymkiw, Joanne	76,167	Slater, Bettynn	101,564
Selinger, Lorenda	70,982	Sia, Eduardo	76,392	Slater, James	144,801
Selinger, Lorna	55,020	Siao, Kristina	85,886	Slater, Nicole	94,363
Selinger, Marsha	64,818	Sich, Colleen	115,731	Slimmon, Arlene	56,902
Selinger, Michelle	72,520	Sidebottom, Sarah	110,184	Slinn, Jackie	86,642
Selinger, Norman	69,418	Sideen, Tina	62,032	Slinn, Jeffrey	80,599
Selinger, Stephen	88,334	Sidhu, Kuldeep	72,012	Slinn, Joanne	56,551
Sellers, Nancy	83,592	Sidhu, Mohinder	85,810	Slinn, Tanya	67,261
Sellinger, Cheryl	62,400	Sieben, Carolyn	72,856	Slivenski, Nicole	52,269

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Individual	Payment	Individual	Payment	Individual	Payment
Slopinski, Dwayne	74,221	Spencer, Debra	74,582	Stirr, Fred	98,901
Sluchenski, Charlotte	62,307	Spencer, Katherine	61,964	Stirr, Janice	75,432
Slugoski, Yvonne	93,620	Spencer, Mitchell	94,100	Stobbs, Janice	78,252
Sluser, Joy	72,379	Spicer, Eva	113,734	Stocks, Ruth	56,162
Smeets, Donna	99,198	Spilak, Cathi	97,340	Stoll, Donna	55,170
Smeikle, Lenieve	97,038	Spooner, Jason	81,472	Stopanski, Gregory	50,870
Smeit, Brenda	100,220	Springer, Jessica	50,576	Stoppler, Helen	66,191
Smetaniuk, Bronwyn	62,521	Srochenski, Terry	57,288	Storey, Katherine	78,612
Smith, Amy	72,069	St Onge, Lynn	90,447	Storozuk, Lynda	72,551
Smith, Barbara	118,213	Stabbler, Amy	64,176	Storrey, Ashley	70,039
Smith, Debbie	109,556	Stachura, Donna	51,678	Stovin, Ashley	53,609
Smith, Deborah	55,549	Stadler, Angela	67,831	Stovra, Jacqueline	93,885
Smith, Emily	87,013	Stadnyk, Donna	69,378	Stradeski, Jody	51,947
Smith, Kerbie	73,570	Stadnyk, Jamie	62,502	Strain, Lorraine	99,175
Smith, Malinda	55,680	Stadnyk, Robert	71,760	Strand, Leslie	133,252
Smith, Margaret	54,041	Stadnyk, Shelley	67,267	Stratton, Barbara	53,591
Smith, Marilyn	77,317	Stainbrook, Rhonda	93,381	Straub, Elana	72,849
Smith, Michelle	52,468	Stamm, Shelley	96,952	Strawford, Randy	59,708
Smith, Scott	98,523	Stang, Laurel	87,824	Straza, Barbara	56,340
Smith, Sheila A	56,315	Stasiak, Catherine	88,695	Straza, Chelsey	79,467
Smith, Sherice	102,987	Stasiuk, Scott	64,451	Straza, Lori	95,515
Smith, Valerie	53,591	Stauber, Noreen	81,002	Striefel, Larry	69,508
Smuk, Linda	68,454	Steffensen, Kenneth	70,585	Stremick, Elaine	59,984
Smulan, Carole	104,804	Stein, Brenda	51,120	Stricker, Barry	98,901
Smycniuk, Audrey	95,878	Steinke, Shalila	59,050	Stricker, Lori	90,936
Snedker, Cyndy	68,174	Stepaniuk, Diane	72,279	Stringer, Connie	97,099
Snell, Moni	124,355	Stephanson, Randy	123,463	Stringer, Suzanne	82,636
Snell, Richard	85,881	Stephens, Dave	91,524	Stroh, Janel	50,314
Snook, Charlene	50,542	Stephens, Wanda	81,797	Strong, Christine	59,897
Soanes, Janelle	80,777	Stephenson, Robert	85,356	Strudwick, Amy	82,277
Soby, Darryl	69,805	Sterling, Darlene	83,979	Stuber, Arlene	73,177
Sockett, Ingrid	90,184	Sterling, Leana	55,423	Stuber, Michael	97,333
Softley, Laura	74,819	Stettner, Laura	123,419	Stueck, Colleen	79,201
Sojwal, Anita	79,194	Stettner, Nola	52,641	Stulberg, Shelley	70,219
Solidarios, Glenn	106,683	Stevens, James	62,948	Stuttard, Kim	69,890
Soloduk, Louella	50,898	Stevens, William	60,603	Styles, Christa	97,117
Solonyntko, Lori	70,152	Stevenson, Andrea	66,046	Sullivan, Linda	60,034
Solypa, Cyndy	104,434	Stevenson, Megan	59,003	Sullivan, Tracy	53,855
Sommer, Leland	96,680	Stevenson, Vida	52,280	Sulymka, Mark	89,077
Song, Wanchun	72,476	Stewart, Gall, Carrie	66,495	Sulz, Linda	117,184
Sonntag, Maureen	68,763	Stewart, Cheryl	91,875	Sumakote, Evelyn	56,172
Sopczak, Vince	72,085	Stewart, Crystal	76,505	Sumang, Maria Carmela	115,659
Sorensen, Caroline	56,494	Stewart, Erynn	82,127	Theresa	
Sorensen, Elizabeth	84,378	Stewart, Leona	60,254	Sundholm, Elisa	64,623
Sorensen, Stacey	78,663	Stewart, Linda	90,729	Sundin, Leslie	110,233
Sorensen, Thomas	98,736	Stewart, Lisa	119,480	Surkan, John	93,100
Soria, Nonita	74,867	Stewart, Lois	68,509	Sutherland, William J	65,180
Soriano, Corazon	69,840	Stewart, Pat	106,133	Sveinbjornson, Raquel	63,674
Sousa, Lydia	78,478	Stewart, Shawna	55,650	Swab, Elden	80,581
Soutar, Tania	52,511	Stewart, Tannis	63,407	Swalm, Adam	53,700
Speers, Christie	114,965	Stewart, Thomas	67,798	Swan, Louise	94,049
Spelay, Elizabeth	73,056	Stimpson, Valerie	96,671	Swanson, Lisa	50,775

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Individual	Payment	Individual	Payment	Individual	Payment
Sweatman, Elizabeth	109,211	Thauberger, Lorna	68,691	Tom, Jennifer	58,652
Sweet, Tim	88,819	Thauberger, Veronica	96,423	Tomik, Frank	59,385
Swerid, Sheila	82,440	Theisen, Melanie	70,030	Tomik, Jordan	53,526
Swift, Laurie	77,743	Theriault, Lyle	75,727	Tomlin, Elizabeth	50,351
Switzer, Heather	94,167	Therrien, Kristen	72,217	Tomlin, Louise	56,257
Switzer, Jeanette	99,829	Thibault, Loreli	68,941	Tomyk, Wendy	86,255
Sy, Janice	105,731	Thibault, Tanya	51,017	Tomyk, Connie	100,809
Sylvestre, Jennifer	62,771	Thiele, Marjorie	110,229	Tomyn, Lana	70,317
Symon, Joanne	53,145	Thom, Jackie	56,749	Toner, Beryl	98,441
Szafron, Susan	64,163	Thomas Cullen, Lynwen	82,079	Tonita, Wendy	99,198
Szakacs, Ronald	125,593	Thomas, Jacob	79,685	Tonn, Dwight	101,883
Szmutko, Diane	132,513	Thomas, Rhiannon	105,208	Topal, Jodi	79,895
Szostak, Barbara	61,029	Thompson, Beverly	87,972	Toporowski, Randell	72,609
Tabije, Eloisa	53,578	Thompson, Lana	82,731	Toppings, Julie	89,164
Tabler, Georgia	89,015	Thompson, Pam	74,359	Torbin, Ivanna	91,571
Tafese, Tibebe	51,143	Thompson, Paula	74,338	Tornberg, Kristy	87,067
Tafesse, Fekade	63,930	Thompson, Tammy	92,843	Toth, Marilyn	51,059
Tait, Victoria	93,466	Thompson, Vicki	94,000	Tourond, Lorna	95,105
Talban, Caroline	50,604	Thomson, Deborah	67,421	Trafiak, Connie	52,353
Tamayo, Kenny	91,468	Thomson, Donna	77,158	Trail, Linda	67,319
Tamayo, Lesley Ann	75,850	Thomson, Janelle	68,494	Trail, Robin	61,771
Tampus, Salud	92,769	Thomson, Meghan	85,441	Trail, Traci	66,761
Tan, Antonieta	63,613	Thomson, Suzie	50,372	Tran, Lynn	91,284
Tan, Wenzzy	98,508	Thornhill, Stacy	61,742	Treleaven, Denise	101,556
Tan, Yin Yin	63,234	Thornhill, Tasha	60,433	Treleaven, Shelly	170,949
Tangjerd, Angela	94,672	Thorp, Leah	86,661	Trelenberg, Ross	65,002
Tank, Laurie	94,072	Thul, Christine	50,632	Tremblay, Hugo Rene	65,105
Tannahill, Carissa	50,677	Thurlow, Ronald G	70,271	Trenton Murphy, Christine	58,460
Tanzell, Darren	79,363	Thurmeier, Robin	92,108	Triffo, Amanda	53,727
Tardif, Sandra	90,393	Tiede, Bruno	109,330	Tripp, Darlene	62,886
Tarr, Jonathan	71,594	Tiglao, Jerome	137,563	Tropin, Delta	53,802
Tarr, Rachel	79,089	Tilley, Lana	91,551	Trotter, Carla	68,116
Tarrazona, Judith Maely	79,906	Tillson, Rachel	89,571	Trotter, Joseph	80,773
Tayco, Ailyn	61,005	Timleck, Tim	50,935	Troupe, Cheryl	62,985
Taylor Miller, Shannon	64,732	Timoruski, Abby	71,479	Troy Hebert, Barbara	57,085
Taylor, Andrew	74,091	Tinani, Naresh	87,311	Trudelle, Paulette	62,896
Taylor, Carla	58,970	Tincher, Darlene	50,946	Truman, Sharon	129,110
Taylor, Janet	76,779	Tippe, Cathy	101,889	Truman, Stacy	99,118
Taylor, Jennifer	108,179	Tirk, Candace	59,497	Truscott, Trent	145,113
Taylor, Martha	76,191	Tirk, Ronald	70,227	Trytten, Melody	85,122
Taylor, Melissa	66,126	Tittle, Larry	65,161	Tuazon, Maria	88,958
Taylor, Shelley	91,216	Titus, Agnes	126,630	Tubello, Graziella	73,562
Taylor, Tami	111,444	Tkach, Michele	106,892	Tuchscherer, Laura Lee	112,629
Taylor, Tammy	80,153	Tkatch Melle, Chrisinda	83,725	Tuff, Eileen	77,725
Teetaert, Janaya	53,585	Tobil, Marie Ann	74,705	Tulloch, Lori Jean	104,702
Tejszerski, Judith M	63,584	Todd, Karen	90,978	Tumac, Alison	83,422
Temple Jones, Jan	56,867	Todd, Lori	53,434	Tumack, Charlene	93,235
Temple, Heather	55,129	Todd, Roberta	86,889	Turnbull, Dianne	89,726
Tenoso, Judelene	88,013	Toews, Audrey	80,939	Turner, Dale	86,951
Tetlow, Allison	69,686	Toews, Darlene	54,954	Turner, Patricia	56,351
Thain, Linda	108,688	Toffan, Allison	87,435	Turner, Tina	54,591
Thauberger, Linda	61,114	Tokaruk, Sandy	95,157	Turtle, Michelle	59,086

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Individual	Payment	Individual	Payment	Individual	Payment
Turton, Marie	58,907	Vargas, Cecilia	70,035	Walker, Sharon	70,963
Tuttle, Megan	74,791	Vargo, Troy	56,885	Walker, Sheryl	79,287
Twardowski, Samantha	80,319	Varin, D Brian	67,458	Wallace, Brenden	99,207
Tyler, Brenda	71,863	Vasquez, Marevel	101,577	Wallman, Sharon	98,518
Tymchyshyn, Robert	53,278	Vaughan, Maggie	60,758	Walraven, Margaret	64,048
Tyler, Diane	77,400	Vaxwick, Annette	101,624	Walter, Douglas	58,998
Uhlen, Linda	95,284	Vaxwick, Kevin	95,184	Walter, Jacqueline	56,636
Uhrich, Donna	85,903	Vegunta, Krishna	75,594	Walters, Valeria	95,047
Uhry, Korin	83,581	Velasco, Maricar	89,011	Wan, Rex	96,319
Ujano, Genie Ann	92,970	Velasco, Melville True	85,389	Wanner, George	78,502
Ulatan, Lilibeth	63,914	Velecky, Laura	65,098	Warde, Gail	85,050
Uleryk, Agnes	67,795	Velestuk, Debbie	91,032	Wark, Judy	62,340
Ulmer, Amanda	64,735	Velestuk, Margaret	85,967	Warkentin, Joyce	71,795
Ulmer, Erin	60,935	Velonta, April	86,029	Warren, Shannon	80,571
Ulmer, Sharon	62,000	Velychko, Vickie	51,270	Wass, Patricia	65,989
Underhill, Wanda	50,346	Venables, Natasha	56,591	Wasylenko, Tim	53,745
Undseth, Kathy	87,489	Verstraete, Serena	80,221	Wasylshyn, Dave	92,389
Unick, Lesley	57,679	Verville, Francoise	68,305	Waterer, Elizabeth	51,415
Unser, Debbie	67,933	Verville, Lorraine	80,255	Waters, Christina	73,581
Upshall, Donna L	86,103	Vicente, Jobel	104,883	Waters, Kim	90,178
Urbaniak, Patty	69,885	Vickers, Kim	70,864	Watkins, Michelle	91,185
Urbitzondo, Arnel	75,259	Viergutz, Erin	69,127	Watsemwa, Nesita	67,312
Ursu, Dona	86,319	Villaflores, Nancy	73,735	Watson, Barb	85,903
Ursulescu, Sandy	64,066	Vinluan, Rolivette	93,526	Watson, Penny	74,463
Usick, Len	66,064	Vipond, Peggy	59,382	Watts, Brittney	84,807
Uy Tina, Tettet	93,729	Virtue, Alison	102,323	Waugh, Lisa	66,795
Valcourt, Lindsey	57,277	Vogel, Carole	51,684	Wawro, Susan	90,490
Valenzuela, Sheryl	81,493	Vogel, Sandra	60,934	Way, Michelle	62,977
Valimaki, Anna	98,365	Vogel, Venessa	81,043	Weatherbee, Sarah	58,688
Vall, Teresa	95,346	Vogt, Michele	144,963	Webb Young, Geraldine	111,400
Vallee, Colleen	80,238	Vollman, Arlyce	71,935	Weber, Maureen	68,331
Valley, Scott	84,478	Vongkhaophet, Jennifer	64,322	Weflen, Kerrie	70,714
Valmeo, Imelda	101,877	Vongphit, Souvannar	64,826	Weimer, Laura	74,911
Van De Sype, Randy	57,334	Voss, Arletta	86,195	Weinberger, Annette	78,910
Vanbuekenhout, Guy	84,982	Voss, Kim	83,682	Weinberger, Tanya	80,255
Vancaeseele, Kim	87,827	Voss, Linda	63,212	Weinmaster, Marilyn	86,556
Vance, Lisa	53,391	Vuksic, Christina	265,567	Weir, Dawn	93,235
Vandamme, Debra	57,766	Wacker, Alexia	63,513	Weir, Jodie	60,577
Vanderlaan, Giles	54,181	Wacker, Linda	111,400	Weir, Louise	112,305
Vanderleest, Lindsay	70,541	Wade, Carla	78,957	Weisbeck, Erin	87,764
Vanderveer, Esther	85,183	Wadsworth, Mary	58,741	Weisbeck, Stacey	73,759
Vandervelden, Lois	130,204	Waffle, Kristy	76,679	Weisbrod, Myrna	99,201
Vandesype, Jennifer	72,077	Wagner, James	56,361	Weisbrodt, Shirley	65,868
Vandevorst, Pamela	89,658	Wagner, Myrna	107,865	Weisgarber, Maureen	105,935
Vandevorst, Raymond	133,002	Wagner, Rosemary	87,146	Weisgerber, Karen	116,274
Vanhoeve, Melinda	50,022	Walchuk, Holly	57,068	Weiss, Megan	77,517
Vanluven, Dion	50,589	Walchuk, Kaye	72,877	Weisshaar, Glenys	91,607
Vanparys, Bev	80,817	Walczykowski, Hanna	97,892	Wekerle, Carla	92,926
Vanstaden, Natalie	65,603	Wald, Irene	87,694	Wekerle, Robert	92,122
Vanvliet, Paulette	80,841	Waldegger, Janis	56,345	Welch, Brianna	70,078
Varga, Devin	59,372	Walker, Donna	100,521	Welder, Colette	59,180
Varga, Melissa	67,211	Walker, Freda	57,633	Welder, Erin	104,061

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Welder, Gary	53,652	Williams, John	53,532	Wolfe, Shirley	70,404
Wells, Christian	92,478	Williams, Linda	106,718	Wolfe, Tanya	63,831
Wellsch, Erin	84,071	Williams, M T Marie	50,568	Wollbaum, David	84,866
Welsh, Audra	61,537	Williams, Marian	78,475	Wong, Elsie	101,631
Wenger, Amanda	66,804	Williams, Patty	63,962	Wong, Katty	92,244
Wentz, Maureen	87,206	Williams, Tamara	53,966	Wong, Rishelle Kei	81,736
Wentzell, Cindy	79,098	Williams, Timothy	75,484	Wood, Audrey	78,828
Werner, Laura	58,036	Williams, Wendy	71,675	Wood, Brea	74,717
Wesdyk, Elsie	54,721	Williamson, Jacqueline	65,500	Wood, Denni	52,299
Wessley, Carla	53,797	Williamson, Wayne	61,925	Wood, Melanie	68,621
West Johnson, David	101,954	Willoughby, Marilyn	52,091	Wood, Melissa	68,598
West, Erin	76,608	Willway, Verity	91,775	Wood, Sharon	99,998
West, Fred	82,212	Wilmot, Jane	98,648	Wood, Tyler	52,229
West, Janet	70,151	Wirms, Els	99,505	Woodroffe Brown, Ngaire	111,403
West, Kathleen	59,251	Wilson Schwabe, Sherri	76,150	Woods, Brad	66,743
Westby, Kevin	55,340	Wilson, Beverly	79,677	Woolhether, Allan	59,655
Westby, Sherri	52,098	Wilson, Christina	53,097	Woolhether, William	64,306
Westgard, Jennifer	64,989	Wilson, Donald	109,430	Workman, Lisa	70,501
Wetherill, Erin	60,148	Wilson, Jay	92,411	Wourms, Allan	75,104
Wharf, Pamela	58,425	Wilson, Joyce	97,882	Wourms, Carrie	70,347
Wharton, Tammy	97,236	Wilson, Linda	51,058	Woycik, Kimberly	75,537
Whepton, Susan	78,850	Wilson, Meghan	60,591	Woycik, Wyatt	74,816
White, Barbara	89,265	Wilson, Scott	58,057	Wright, Donna	122,681
White, Gladys	65,401	Wilson, Tracey	86,955	Wright, Elaine	63,080
White, Kelsie	70,030	Wilton, Suzanne	72,540	Wright, Garth	147,564
Whitebear, Tanya	58,551	Wiltse, Marcia	56,137	Wright, Jessica	70,296
Whiteman, Peter	89,345	Winchester, Shawna	56,797	Wright, Loreli	67,534
Whiting, Celine	90,221	Windsor, Gwen	68,873	Wright, Nicole	60,744
Whiting, Patricia	84,142	Windsor, Kent	66,416	Wright, Vera	50,362
Whitrow, Rodney	80,193	Wing, Jennifer	55,841	Wrobel, Lorna	94,384
Whitteker, Patricia	93,742	Winkel, Tanya	93,170	Wyatt, Karen	65,274
Wiebe, Margaret	91,424	Winkler, Leah	59,107	Yake, Bonnie	64,280
Wiebe, Sharon	89,906	Winnicki, Brenda	81,282	Yambao, Jenny	110,798
Wieler, Ladawn	51,752	Wirsche, Kristen	61,639	Yang, Tracey	77,473
Wiest, Roberta	108,411	Wirth Hudson, Jasmin	65,235	Yanga, Larrissa	54,061
Wiest, Traci	87,555	Wirth, Donna	94,649	Yates, Sheila	102,999
Wihlidal, Benjamin	81,478	Wirth, Kristen	50,101	Yeager, Lianne	56,922
Wihlidal, Cara	69,040	Wirtz, Brenda	91,457	Yee, Barry	51,150
Wilcox, Bradley	66,200	Wise Klein, Daphne	72,009	Yee, Betty	85,903
Wilde, Edna	77,494	Wisner, Connie	51,890	Yee, Michelle	84,628
Wilde, Rita	94,492	Wisniewski, Krysta	104,538	Yee, Raymond	89,303
Wiley, Maryann	68,888	Wisznak, Debra	112,911	Yeo, Sharon	61,422
Wiley, Robert	73,259	Witt, Raylene	90,459	Yeung, Teresa	62,086
Wilke, Gerald	51,878	Wizniak, Margaret	52,843	Yole Merasty, Natanis	55,481
Wilkie, Elizabeth	100,390	Wobben, Nicolaas	90,616	Youck, Cathy	54,379
Wilkie, John	70,820	Woiken, Gwen	77,878	Young, Amy	78,042
Wilkinson, Lana	63,919	Wolf, Lee	93,292	Young, Bonnie	65,035
Wilkinson, Lorna	94,346	Wolfe, Leona	51,396	Young, Dale	98,798
Wilkinson, Wendy	54,231	Wolfe, Lesley	69,350	Young, Linda	54,185
Williams, Cara	52,681	Wolfe, Lucille	54,974	Young, Neil	81,884
Williams, Jason	98,614	Wolfe, Murray	133,470	Young, Nerissa	70,963
Williams, Joan	52,501	Wolfe, Robert	94,298	Young, Tami	54,934

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Yu, Ava	59,705	Zelinski, Joyce	89,296	Zimmermann, Jill	75,177
Yung, Angela	57,813	Zelionka, Karla	69,140	Zinger, Erwin	71,926
Yurkiw, Brandie	87,139	Zemlak, Karen	57,363	Zinkhan, Linda	99,198
Zabiaka, Sharon	61,722	Zenert, Alana	56,398	Zinn, Tammy	74,936
Zacharias, Dellis	56,239	Zerff, Terry	64,101	Zitta, Rosalia	98,916
Zacharias, Holly	125,399	Zerr, Barbara	63,871	Znidaric, Laura	62,992
Zaiser, Juanita	83,218	Zerr, Mollyann	75,414	Zorn, Gail	87,844
Zamayla, Ronie	82,800	Zhang, Jia	57,930	Zorn, Megan	86,667
Zamora, Ernesto Brix	98,465	Ziefflie, Lauren	56,086	Zuck, Adrienne	77,989
Zareh, Krystal	65,107	Ziffle, Shannon	73,652	Zummacz, Darlene	71,418
Zarusky, Wanda	96,766	Zigante, Nerina	95,003	Zuniega, Katrina Malou	104,775
Zawislak, Darlene	101,550	Zimmer Krug, Gaylene	50,005	Zurburg, Lisa	63,791
Zdunich, Brenda	90,473	Zimmer, Doug	59,049	Zwack, Jeffrey	58,039
Zech, Ken	58,997	Zimmer, Lenore	60,235		
Zelada, Lilyans	77,951	Zimmer, Martine	87,755		

Supplier Payments

Listed are payees who received \$50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment

Supplier	Payment	Supplier	Payment
101025261 Saskatchewan Ltd. (c/o Pakwa Park Holdings)	\$65,096	Arch Transco Ltd.	164,737
101027726 Saskatchewan Ltd. (c/o Hipperson Construction)	426,472	Arjohuntleigh	463,559
101050094 Saskatchewan Ltd. (c/o C.G.P. Services)	80,350	Arnold, Dr. Pamela	108,891
101140166 Saskatchewan Ltd. (c/o Newwest Enterprise Property Group [Sask] Inc.)	100,859	Arthrex Inc.	90,498
393032 Alberta Ltd. (c/o Tamarix Developments Inc.)	133,066	Aspe Lucero, Dr. Carlos	67,695
3M Canada Inc.	70,308	Associated Asbestos Abatement Ltd.	118,802
Abbott	2,277,462	Associated Health Systems	230,577
Abdelgadir, Dr. I.	64,360	Automed Canada	62,368
Abdulla, Dr. R. H.	141,291	B&R Holdings Inc.	93,125
Access Communications	95,122	Baker Baker & Gayton	62,024
Acklands Grainger	210,104	Baldwin, Dr. Joan	78,435
Adam, Dr. Suleman	362,123	Balfour Moss	90,398
Advanced Response Vehicles Inc.	278,408	Bard Canada	500,565
Advantage Medical Professional Corp.	430,621	Baxa Corporation	183,652
Agfa Healthcare Inc.	109,723	Baxter	2,610,228
Akin, Dr. Suzan	86,535	Baylis Medical	50,221
Akinbiyi, Dr. A	57,323	Beckman Coulter Canada Inc.	1,098,929
Al Agha, Dr. Osama	211,190	Becton Dickinson	212,004
Alcon Canada Inc.	480,506	Bella Lulu, Dr. Mbuyamba	71,723
Alere Inc.	104,347	Bennett Dunlop Ford Sales Limited	72,613
All Sask Coffee Services Inc.	144,968	Bersch And Associates Ltd.	134,178
Allergan Inc.	250,684	Bhargava, Dr. R.	67,308
Alliance Energy Ltd.	848,060	Bio Rad Laboratories Canada Ltd.	424,119
Alsask Lock Shoppe	52,105	Biomed Recovery & Disposal	570,836
American Medical Systems	327,665	Biomerieux Canada Inc.	632,985
AMO Canada Company	1,013,569	Biomet Canada Inc.	147,582
AMT Vantage Group Inc.	792,568	Biopacific Diagnostic Inc.	60,720
Anderson House Inc.	77,093	Bles Biochemicals Inc.	60,125
Anixter Canada Inc.	84,000	Blignaut, Dr. Lourens	144,351
		Bornimed Inc.	194,308
		Borderland Co-operative Limited	50,539
		Boston Scientific Corp.	1,611,913

Appendix C: Payee List

Supplier	Payment	Supplier	Payment
Bowers Medical Supply Co.	74,448	Dafo Filtration Group	75,863
Bracco Imaging	275,990	Dalla Lana School of Public Health, University of	50,000
Brenda R. Hildebrandt Law Office	161,079	Toronto	
BSN Medical Inc.	106,695	Damodharan Psychiatric Services P.C. Inc.	360,805
Bunzl Canada	973,137	Datemark Systems	55,073
Butcher, Dr. Matthew	90,000	Davyduke, Dr. D.	57,096
CADD:FM Management Services Ltd.	78,738	Dawesco Services Ltd.	205,830
Caltec Flooring Ltd.	117,023	De Lage Landen Financial Services Canada Inc.	77,872
Can Med Healthcare	1,273,321	De Lange, Dr. Hendrik	256,105
Canada Bread	51,816	Deb, Dr. Bakul K.	213,252
Canada Microsurgical Ltd.	213,316	Denis Jones Medical Prof. Corp.	77,868
Canadian Cardiovascular Pharmacists Network	129,979	Denson Commercial Food Equipment Inc.	246,701
Canadian Hospital Specialties Ltd.	72,428	Depuy (Canada) Ltd.	142,065
Canadian Medical Protective Association	58,164	Develus Systems Inc.	57,570
Capital District Health Authority	76,782	Diasorin Inc.	99,763
Cardinal Health Canada	7,370,583	Direct Integrated Transportation	123,142
Cardiomed Supplies Inc.	50,155	DJ Orthotics	101,099
Carefusion Canada 302 Inc.	411,003	DKC Associates	52,135
Carestream	116,910	DLGL Ltd.	403,769
Cardianbct Canada Inc.	100,876	DMS Imaging Inc.	150,000
Carl Zeiss Canada Limited	451,728	Do All Floors Ltd.	93,161
Carsen Medical	97,099	Domco Construction Inc.	77,874
Carson, Dr. G.	68,506	Dr. Nishen Bhagalo Medical Prof. Corp.	64,197
Centennial FoodService	373,384	Dr. A.P. Meyer Medical Prof. Corp.	405,230
Certified Plumbing & Heating	154,782	Dr. Allison Crichtow Medical Prof. Corp.	113,299
Chitronics	1,337,071	Dr. C. R. Houli Medical Prof. Corp.	360,549
Christie Consulting Inc.	51,041	Dr. Charles W. Kowalski Med Prof. Corp.	348,502
Christie Mechanical	83,871	Dr. Christine Leti Medical Professional Corp.	61,113
Cisco Systems Capital Canada Co.	392,927	Dr. Corrine Jabs Medical Prof. Corp.	62,499
Citagenix Inc.	144,854	Dr. D. Korol Medical Prof. Corp.	357,246
Cityview Properties	157,680	Dr. Da Elene Van Der Merwe Medical Prof. Corp.	80,444
Clein, Dr. Lawrence J.	130,866	Dr. David Kopriva Medical Professional Corporation	176,960
Coca Cola Bottling Ltd.	103,241	Dr. DJ McCarville Vascular Surgeon Prof. Corp.	184,085
College of American Pathologists	56,368	Dr. E Le Roux Medical Prof. Corporation	472,314
Commercial Alcohols Inc.	84,270	Dr. Edward Patterson Medical Prof. Corp.	431,168
Commissionaires Saskatchewan	205,942	Dr. Gavin Jones Medical Professional Corp.	535,327
Computrion Inc.	51,646	Dr. George Chami Medical Professional Corp.	79,778
Conmed Linvatec	651,064	Dr. Glenda Kaban Medical Prof. Corp.	145,058
Conquest Imaging	67,773	Dr. Glenn Ollenberger Prof. Corp.	805,804
Conroy Ross Partners Limited	54,070	Dr. Hugo Van Rooyen Medical Prof. Corp.	323,346
Convatec Canada	124,347	Dr. J. Kuzmicz Medical Prof. Corp.	79,756
Cook (Canada) Inc.	1,335,042	Dr. J. P. Rossouw Medical Prof. Corp.	421,229
Cormark Accommodations	112,462	Dr. J. Stewart McMillan Medical Prof. Corp.	105,712
Corporate Express Canada Inc.	1,224,061	Dr. Jane Arthur Medical Professional Corp.	411,650
Courtyard Group	73,117	Dr. Jennifer Baird Medical Surgical Prof. Corp.	69,738
Coutts Courier Company Ltd.	415,160	Dr. Jennifer Hilton Medical Professional Corp	64,176
CPDN #3130827 Canada Inc. (service provider to independent drug manufacturers)	2,845,988	Dr. Jeremy D. Fitzgerald Medical Prof Corp	242,167
Crane Supply	148,468	Dr. Joanna Smith Medical Prof. Corp.	153,690
Crown Filing Systems	87,024	Dr. John Alport Medical Professional Corp.	283,205
Crown Shred & Recycling	56,530	Dr. Juri Van Staden Medical Prof. Corp.	331,998
Cypress Health Region	112,778	Dr. K. Reddi Medical Professional Corp.	299,108
		Dr. Kathy J. Ferguson Medical Prof. Corp.	279,142

Appendix C: Payee List

Supplier	Payment	Supplier	Payment
Dr. Kish Lyster Medicine Professional Corp.	298,009	Falkenberg, Dr. Konnie	269,557
Dr. Kumaravel Pillay Medical Prof. Corp.	431,143	FarNorth Sales Association	230,293
Dr. Lane Rathgeber Medical Prof. Corp.	252,255	Ferring Inc.	55,864
Dr. Linda Emslie Medical Prof. Corp.	385,935	First Databank Inc.	62,559
Dr. Louis Huisamen Medical Prof. Corp.	103,529	Fisher Scientific Ltd.	905,692
Dr. Lucas Potgieter Medical Professional Corp.	272,617	Flynn Canada Ltd.	410,028
Dr. Malcolm Leon Medical Prof. Corp.	254,864	Fraser Health	144,782
Dr. Mark Cherry Medical Prof. Corp.	105,090	Fresenius Medical Care Canada	336,366
Dr. Michael Lang Medical Prof. Corp.	118,651	Futuremed Health Care	755,133
Dr. N. I. Gbinigie Medical Prof. Corp.	87,693	Gabriel Construction	929,665
Dr. Nasimbanu Alibhai Medical Prof. Corp.	101,007	Gamma Dynacare Medical Lab.	3,302,635
Dr. Natarajan Medical Prof. Corp.	478,415	Ganshorn, Dr. K.	111,555
Dr. Ole Rasmussen Medical Prof. Corp.	304,996	GE Healthcare Canada Inc.	2,255,221
Dr. P. Ruthnum Medical Prof. Corp.	183,598	Gen-Probe Incorporated	51,882
Dr. Patel Medical Professional Corp.	129,660	Gerbrands Medical Prof. Corp.	293,583
Dr. Paul Schwann Centre	90,000	Getinge Canada Limited	467,102
Dr. Peti Medical Prof. Corp.	214,779	Ghanilabadi, Dr. D.	225,557
Dr. R. Cardoso MFM & G PC Inc.	65,105	Ghumman, Dr. T.	100,092
Dr. R.E. Nesbitt Medical Prof. Corp.	300,047	Giesinger, Dr. Carolyn	85,970
Dr. Randall Radford Medical Prof. Corp.	351,077	GlaxoSmithKline Inc.	328,385
Dr. Ratheesh Nair Medical Prof. Corp.	87,947	Goorah, Dr. Berenice	66,841
Dr. Ron Taylor Medical Prof. Corp.	187,344	Graham Construction And Engineering Inc.	1,203,138
Dr. S. C. Bester Medical Prof. Corp.	101,507	Grand & Toy Technology	86,414
Dr. S. C. Petryk Medical Prof. Corp.	176,689	Hanson, Dr. Johnathon	216,029
Dr. S. Haque Medical Prof. Corp.	317,156	Harris Canada Systems	253,889
Dr. S. Vuksic Medical Prof. Corp.	82,844	Healthline Systems, Inc.	265,775
Dr. T. Potgieter Medical Prof. Corp.	253,616	Healthmark Ltd.	615,126
Dr. Terrance A. Ross Medical Prof. Corp.	253,715	Hewlett Packard Canada Ltd.	158,453
Dr. Thamilvaanen Medical Prof. Corp.	438,856	HFKS Architects Inc.	71,686
Dr. Timothy Rosser Medical Prof. Corp.	106,483	Hill Desmond	50,111
Dr. V.K. Patel Medical Prof. Corporation	397,246	Hill-Rom Canada Ltd.	141,022
Dr. Verna Scott Medical PC Inc.	597,554	Hiperson Construction	505,611
Dr. Vijay Trivedi Medical Professional Corp.	806,161	HIROC Management Limited	1,289,150
Dr. Vuthamy Mano Ranjini Srinivasagam	136,476	HJ Linnen	121,167
Dr. W. Lok Medical Prof. Corp.	63,844	Holmes, Dr. S.B.	185,564
Dr. Y. Abu Ghazaleh Medical Prof. Corp.	130,095	Hologic Canada Limited	371,011
Draeger Medical Canada Inc.	187,128	Honeywell Limited	94,727
DTZ Barnicke Regina Ltd.	63,164	Hospira Healthcare Corporation	4,183,980
Ebsco	575,475	Hospitals of Regina Foundation	165,322
Eclipsys Solutions Corp.	318,769	HR Enterprises	60,744
Ecolab Ltd.	118,201	Huisamen, Dr. Charles	99,711
Eden Textile	131,119	Humboldt Electric Ltd.	89,943
Edward C. Alport Medical Prof. Corp.	111,546	HVAC Sales Ltd.	111,783
Edwards Lifesciences (Canada) Inc.	367,366	HVDM Medical Prof. Corp.	431,387
Ecol Electric (Sask) Ltd.	205,500	I M Wireless Communications Ltd.	80,482
Eisa Medical Prof. Corp.	459,947	IBM Canada Ltd.	294,187
EPIC Information Solutions	272,774	Images of America	157,983
ERV Parent Co. Ltd.	59,719	Independent Choice Distribution	150,190
Essalah, Dr. A.	235,047	Independent Living Inc.	50,805
EV3	54,835	Infinity Consulting	100,233
Evolution Presentation Technologies	351,150	Infor Global Solutions Inc.	198,249
FairWarning Inc.	85,040	Inland Audio Visual	100,328

Appendix C: Payee List

Supplier	Payment	Supplier	Payment
Innova Medical Ophthalmics Inc.	114,814	McBain, Dr. Joelle	96,554
INO Therapeutics	199,312	McKesson Canada	7,049,538
Inter Medico	162,478	McKesson Information Solutions	241,782
Inter V Medical Inc.	202,683	McLeod, Dr. Melanie	129,765
IPSCO Place	55,650	McNair Business Development	154,546
Ishaan Sundar Medical Prof. Corp.	443,004	Medela Inc.	82,559
Island Corporation	296,935	Medgate Inc.	146,929
J. Burnett Consulting	141,535	Medichair Regina	187,602
Jacob, Dr. Sanjay	241,641	Medi-Fax Canada Inc.	389,478
Jamison, Dr. Brad	222,078	Med-I-Pant	94,285
Jayaprakash Medical Prof. Corp.	427,763	Meditek	483,388
Jeffrey Betcher Medical Prof. Corp.	109,064	Medtronic	9,282,098
Johan Delport Medical PC. Inc.	429,702	Mehmood Anesthesiology Associates P.C. Inc.	103,279
Johnson & Johnson Inc.	5,790,962	Melcor Developments Ltd.	194,287
Jordan Asbestos Removal Ltd.	75,042	Mentor Medical Systems	63,711
Jordan Velestuk Medical Prof. Corp.	272,421	Merck Frosst Canada Ltd.	286,666
Joy Dobson Medical Prof. Corp.	71,142	Microage Computer Centres	1,030,514
K.M. Burgess Agencies Ltd.	54,654	Minister of Finance	2,036,460
Kamencic, Dr. Huse	67,533	Minnaar Medical Prof. Corp.	219,377
Kamrul, Dr. Rejina	52,263	Mitacs Inc.	50,000
Kap City Construction Ltd.	75,188	Moore Canada	135,647
Karl Storz Endoscopy Canada Ltd.	417,326	Morguard Corporation	827,641
Kasipillai, Dr. G. A. L.	115,949	Motorola Canada Limited	469,940
KCI Medical Canada	269,817	Mylan Pharmaceutical ULC	134,250
Kone Inc.	152,832	Nalco Canada Inc. #C3124	112,987
Labtician Ophthalmics Inc.	63,900	Neighbours Mechanical Ltd.	145,390
Labuschagne Medical Prof. Corp.	617,100	NEPS LLC	61,066
Lac-Mac Limited	287,085	Newton, Dr. M.P.	210,996
Lantheus Mi Canada Inc.	55,858	NewWest Enterprise Property Group (Sask) Inc.	53,582
Laursen, Dr. B.	100,932	Non Linear Creations	117,186
Le Maitre Vascular	66,955	Nordion Canada Inc.	105,871
Leica Microsystems Canada	98,757	Norman, Dr. Carol	50,308
Lett, Dr. Ryan	93,083	Novartis Pharmaceuticals Canada Inc.	862,849
Levitt Safety	55,733	Nuance	191,888
LifeCell Canada	121,779	Ogrady, Dr. M.	146,775
Linvatec Canada	447,427	Olympus Canada Inc.	2,068,464
Lionel, Dr. Jesuraj	222,940	Omni Facility Services Canada Corp.	245,105
Lissel, Scott Neville	199,765	Omni Surgery Centre	368,104
Login Brothers Canada	59,150	Onasanya, Dr. O.	70,200
Loraas Disposal Service Ltd.	181,170	One Stop Vacuum Centre	79,211
Lotz, Dr. Heloise	314,329	Oracle Canada ULC	251,028
Lush Lawn Ltd.	126,242	Ortho Active Appliances	52,761
Lynx Medical Products Inc.	59,835	Ortho Clinical Diagnostics Inc.	174,508
M. F. Heroux Medical P.C. Inc.	345,141	Ortho Ped	239,030
MacPherson Leslie and Tyerman LLP	439,543	Ossur Canada Inc.	166,741
Macquarie Equipment Finance Ltd.	132,267	Otto Bock Healthcare Canada Ltd.	168,114
Maquet-Dynamed Inc.	214,012	PartsSource	58,839
Marquardt Mechanical Ltd.	152,961	Paul C. Chang Medical Prof. Corp.	132,667
Marsh Canada Ltd.	616,234	Paul Harris Medical Prof. Corp.	81,963
Maslany, Dr. Jurgen	111,373	PC Place Ltd.	141,648
McAllister, Dr. O.	93,012	PCL Construction Management Inc.	9,706,516
McArthur Medical Sales Inc.	84,331	Pebane, Dr. Bright	234,900

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Supplier	Payment	Supplier	Payment
Pebane, Dr. Don	331,145	Saskatchewan Association of Health Organizations	1,465,000
Percy H. Davis Limited	69,749	Saskatchewan Drug Information Service	88,185
Peters, Catherine	68,936	Saskatchewan Health Information Network	414,018
Pharmacists Association of Saskatchewan	172,583	Saskatoon Health Region	275,117
Philips Healthcare	7,422,019	SaskTel CMR	3,125,085
Phonak Canada Ltd.	314,637	SCC Soft Computer	409,141
Physio-Control Canada Corp.	97,115	Schaan Healthcare Products	5,996,598
Pierre Pepler Medical Prof. Corp.	418,667	Schoeman, Dr. S.	84,762
Pieter Muller Medical Prof. Corp.	487,072	Seaman, Dr. Jennifer	81,473
Pinestar Technology Inc.	52,650	Sepracor Pharmaceuticals Inc.	265,760
Pioneer Village Pharmacy	245,905	Sexauer Ltd.	58,036
Pipestone Kin Ability Centre Inc.	223,740	Shah, Dr. Inayat Ali	301,832
Plains Medical Clinic PC Ltd.	100,637	Sharman, Dr. M.G.	90,230
PlanetClean	65,822	Shaw, Mike	235,658
Prairie Controls Ltd.	106,776	Shawush, Dr. Mohamed	61,417
Prairie Distributors	136,810	Shepherd, Dr. D.	95,424
Praxair Canada Inc.	187,107	Shoppers Home Health Care	336,496
Praxis Consulting Ltd.	57,539	SIAST Wascana Campus	110,466
Precise Temp Refrigeration Ltd.	68,728	Siemens Canada Limited	252,438
Primed Canada Inc.	91,701	Siemens Hearing Instruments Inc.	258,618
Pro Metal Industries Ltd.	68,218	Silverado Demolition Inc.	316,963
Procura	150,388	Site Management Services Inc.	95,760
Provincial Medical Supply	305,760	Smith and Nephew Surgical	680,401
Purolator Courier Ltd.	85,098	Smith, Dr. Sheila	223,760
Radiology Associates of Regina Medical P.C. Inc.	14,419,324	Smiths Medical Canada Ltd.	487,190
Radiometer Canada	101,261	Softchoice Corporation	110,396
Rahman, Dr. Asad	155,007	Somagen Diagnostics	177,295
Rainville, Lisa	69,604	Sonosite Canada Inc.	104,841
Raven Roofing Sask Ltd.	2,677,765	Sorin Group Canada Inc.	427,583
Registered Psychiatric Nurses Association of Saskatchewan	89,224	Source Office Furnishings	215,315
Reliable Heating & Cooling Ltd.	186,197	Southmedic Incorporated	65,845
Resolveit Solutions	51,616	St. Jude Medical Canada Inc.	460,138
Rhonda Zwack Medical Prof. Corp.	65,564	St. Michael's Hospital	70,000
Ritenburg & Associates	287,445	Stantec Architecture Ltd.	805,816
Riteway Electric	72,836	Stantec Consulting Ltd.	181,870
RK Holding Corp.	118,284	Starkey Labs - Canada Co	410,038
Robert J. Horner Medical Prof. Corp.	103,000	Steris Canada Ltd.	177,213
Robin Hughes Medical Prof. Corp.	250,607	Stone Hutchinson Architects Ltd.	76,141
Roche Diagnostics	592,930	Stryker Canada LP	3,178,937
Roxon Medi-Tech Inc.	162,089	Success Office Systems	50,175
Rude, Darlene	72,205	Sun Country Health Region	104,546
Rudovich Medical Professional Corp.	459,934	Suncor Energy Products Partnership	198,636
Russell Food Equipment Ltd.	122,510	Sunil V. Khaladkar Medical Prof. Corp.	90,480
Ryan Consulting Services Inc.	163,815	Sunrise Health Region	129,214
Salus Global Corporation	67,032	Superior Medical Ltd.	62,344
Sammons Preston Canada Inc.	104,887	Supreme Office Products Ltd.	212,378
Sanofi Pasteur Limited	131,435	Surgical Products Specialties	55,091
Saputo Foods Ltd.	245,064	Swart, Dr. P. J.	331,528
Sask Energy	2,465,882	Synergetics Inc.	61,586
Sask Power Corporation	6,198,219	Synergy Physio Inc.	147,458
Saskatchewan Abilities Council	68,520	Synthes (Canada) Ltd.	787,367
		Sysco	5,760,474

Appendix C: Payee List

Supplier	Payment	Supplier	Payment
T and B Electric Ltd.	59,656	Vipond Fire Protection Inc.	105,240
Teema Consulting Group Inc.	193,841	Vital Aire	724,920
Teleflex Medical LP	392,257	Vorster, Dr. B.	460,474
The Alport Family Trust	80,992	WWR International	238,011
The Herjavec Group	66,526	Walters Industrial Mechanical	103,294
The Lifemed Group Inc.	132,864	Wascana Centre Authority	66,661
The Stevens Company	1,061,183	Waynes Moving	52,164
Theo Le Roux Medical Prof. Corp.	87,921	WBS Wholesale Bakery Specialties Ltd.	113,227
Thermal Engineering of Arizona	94,671	Wesclean Regina Sales	55,114
Thomson Healthcare Inc.	60,509	Western CML Cleaners Ltd.	55,880
Tiann F. A. O'Carroll Medical Prof. Corp.	284,880	Weston Bakeries Limited	81,028
Toshiba Business Solutions	201,296	Westridge Construction Ltd.	746,179
Town of Wosley	72,643	White Birch Medical Prof. Corp.	240,309
Tribe Medical	69,030	Widex Canada Ltd.	118,652
Tricific Enterprises	129,313	Williams Wildenboer Medical Prof. Corp.	493,812
Trudell Medical Marketing Limited	303,459	Winnipeg Street Business Centre Ltd.	53,867
Tyco Healthcare Group	3,489,919	WL Gore & Associates Canada Inc.	144,208
Umruth Medical PC Inc.	487,160	Wright Roofing	52,946
Unisource	369,651	Yueng Chan A Medical Prof. Corp.	127,555
University of Regina	59,290	Zacharias, Dr. S.	58,615
University of Saskatchewan	67,474	Zimmer	119,463
Van Der Watt, Dr. Leon	278,071	Zonare Medical Systems Inc.	119,306
Van Des Accessible Transit Inc.	122,942		
Ventana Medical Systems	123,408		

Transfers

Listed, by program, are transfers to recipients who received \$50,000 or more

Recipient	Payment	Recipient	Payment
615672 Saskatchewan Ltd. (Touchwood EMS)	\$392,135	Lumsden & District Heritage Home Inc.	2,251,999
Aboriginal Family Service Centre	663,020	Mental Health Association / Regina Branch Inc.	469,917
All Nations Healing Hospital	4,264,535	Mobile Crisis Services, Inc.	107,114
Autism Resource Centre	679,603	Phoenix Residential Society Inc.	1,306,627
Backlin's Ambulance Service Ltd.	81,722	Regina Recovery Homes Inc.	1,185,700
Canadian Red Cross	169,325	Planned Parenthood Regina	227,595
CBI Physical Rehabilitation Centre	196,248	Prairie Ambulance Care (1998) Ltd.	271,473
Circle Project Assoc. Inc	481,356	Rainbow Youth Centre Inc.	669,122
Cupar & District Nursing Home Inc.	2,759,814	Raymore Health Centre Board	62,649
Cupar Lions Volunteer Ambulance	214,723	Regina Early Learning Center Inc.	633,141
Downtown Physiotherapy Centre	184,167	Regina Open Door Society	276,718
Ehrlo Community Services	64,857	Regina Palliative Care Inc.	250,000
Extendicare Canada Inc.	1,328,868	Regina Sports and Physiotherapy Clinic	198,231
Extendicare Elmview	4,081,554	Salvation Army Waterston Centre	287,405
Extendicare Parkside	10,588,489	Santa Maria Senior Citizen's Home Inc.	8,999,940
Extendicare Sunset	6,739,447	Soo Line Ambulance Association	197,076
Hope's Home Inc.	472,333	Stepping Stones Childcare Co-Operative	187,421
Hutch Ambulance Services Inc.	409,591	The Qu'Appelle Diocesan Housing Company	1,294,445
Imperial & District Volunteer Ambulance	90,852	The Regina Lutheran Housing Corporation	5,322,275
Individualized Home Care Funding	815,979	The Salvation Army William Booth Special Care Home	7,235,510
JT Ambulance Service Ltd.	338,887	Valley Ambulance Care Ltd.	390,556



